



15 STRATEGIC
PLAN FOR THE
19 CITY OF
LONDON
2015 • 2019

May 2016 Semi-Annual Progress Report



SEMI-ANNUAL PROGRESS REPORT

May 2016

On March 10, 2015, London City Council adopted the *2015-2019 Strategic Plan*. This plan articulated a vision for London as “A leader in commerce, culture and innovation – our region’s connection to the World.” It also identified four areas of focus:

- **Strengthening our Community**
- **Building a Sustainable City**
- **Growing our Economy**
- **Leading in Public Service**

Under each of these areas of focus, Council identified several specific strategies for the next four years. Council also committed to reporting regularly to Londoners on progress towards these strategies, and on implementing the *2015-2019 Strategic Plan*. A progress report will therefore be provided in May and November of each year. This report demonstrates the progress made over the past six months, and in total, towards implementing Council’s *2015-2019 Strategic Plan*.

This Semi-Annual Progress Report, produced in May 2016, identifies that progress is being made towards the strategies in all areas of Council’s 2015-2019 Strategic Plan. Administration has identified specific milestones for each strategy in the Plan, which are captured in this report. In essence, this is an implementation plan for Council’s Strategic Plan. Over the coming years, we will report on how many milestones have been reached on time, providing a way for the community, Council and Administration to ensure that the vision and focus areas in the Strategic Plan are being implemented.

If you have any questions about this report, please contact us at stratplan@london.ca.

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How to navigate this report

The May 2016 Progress Report includes:

- **Milestones:** for each strategy in Council’s *Strategic Plan*, a list of planned future-facing milestones have been established. These identify the key deliverables for each strategy. Some milestones repeat themselves under more than one strategy. The reader may wish to go directly to a specific strategy, therefore it is important to lay out the milestones for each strategy regardless if they repeat.
- **Target Date:** a target completion date has been set for each milestone, expressed as a quarter (Q1, Q2, etc.) and year. In cases where the milestone must be hit on an annual basis (for example, preparing an annual report), the timeline is listed as “ongoing”.
- **Status:** the far right column includes a check mark where the milestone has been achieved as of the date of the report (so, in this report, the check marks identify which milestones have been achieved by May 2016).
- **Accountability:** the City Service Area accountable for each “How are we doing it?” is identified in brackets in the same column.

In future reports, Administration will report on the percentage of milestones which have been completed by that reporting period, and the overall percentage of milestones which are complete within Council’s *Strategic Plan*. Future reports will also provide explanations for variance where milestones have not been met. There may be shifting priorities or emerging circumstances which require milestones and target dates to change. These situations will be explained in future reports where appropriate and target dates will be edited to accurately reflect the revised completion dates.

Glossary of Acronyms

CMO	City Manager’s Office
DCS	Development and Compliance Services
EES	Environmental and Engineering Services
F&CS	Finance and Corporate Services
HR&CS	Human Resources and Corporate Services
HSSDH	Housing, Social Services, Dearness Home
L&CS	Legal and Corporate Services
NCFS	Neighbourhood, Children and Fire Services
P&R	Parks and Recreation

Strengthening our Community

1. Vibrant, connected and engaged neighbourhoods

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Support neighbourhood driven activities and decision making.	London Strengthening Neighbourhoods Strategy 2015-2020 (NCFS)	Develop and implement City-wide community engagement strategy to inform an updated London Strengthening Neighbourhoods Strategy 2015-2020.	2016 - Q4	
		Support residents and key stakeholder groups in the development of London Strengthening Neighbourhood Strategy 2015 - 2020 based on the results of the community engagement strategy.	2017 - Q1	
		Support local residents and key stakeholders in the implementation of London Strengthening Neighbourhood Strategy 2015 – 2020.	Ongoing to 2020	✓
		Pilot SPARKS! Neighbourhood Matching Fund process to support neighbourhood decision making in 2 neighbourhoods.	2016 - Q3	
		Develop and implement SPARKS! Neighbourhood Matching Fund process to support neighbourhood decision making in all neighbourhoods by 2019.	Ongoing from 2017 to 2019 - Q4	
	Great Near Campus Neighbourhood Strategy (Planning)	Complete public engagement program for reviewing and improving Near Campus Neighbourhood policies and programs.	2016 - Q2	✓
		Complete draft policies and include them in The London Plan.	2016 - Q3	

1. Vibrant, connected and engaged neighbourhoods

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Complete Near Campus Neighbourhood Strategy.	2016 - Q3	
		Begin implementing the Near Campus Neighbourhood Strategy through by-law enforcement, investment, implementation of Official Plan policies.	2017 - Q1	
B) Fund and partner with the London Public Library to support people and neighbourhoods.	London Public Library 2014-2017 Strategic Plan (CMO)	<i>To be reported in the Fall of 2016.</i>		
C) Work with our partners in Education to help keep neighbourhood schools open and use former school sites effectively.	The London Plan (Public Facilities & Services) – draft (Planning)	Prepare second draft of London Plan and release recommended Public Facilities & Services policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓

1. Vibrant, connected and engaged neighbourhoods

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	Neighbourhood School Strategy – new (NCFS / Planning)	City departments work collaboratively to research and develop draft policy with respect to effective and appropriate re-use of surplus school sites.	2016 - Q4	
		Consult with public on draft policies.	2017 - Q1	
		Present recommended Strategy.	2017 - Q4	

2. Diverse, inclusive and welcoming community

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Support immigrants and newcomers to be successful as they settle in our community.	London & Middlesex Local Immigration partnership Strategic Plan (HSSDH)	Undertake community consultations, and best practices review for development of the Strategic Plan.	2016 - Q1	✓
		Coordinate meetings with partners and also ethno-cultural groups to enhance cross sector supports for immigrants.	2016 - Q1 & Ongoing	✓
		Completion of the 2016- 2019 London & Middlesex Local Immigration Partnership Strategic Plan.	2016 - Q2	
		Review 2015-2016 impact of the London & Middlesex Local Immigration Partnership 2013-2016 Strategic Plan.	2016 - Q2	
		Review of London & Middlesex Local Immigration Partnership Terms of Reference.	2016 - Q3	
		Active community engagement to address implementation of Strategic Plan.	2016 - Q3	
		Obtain Immigration, Refugee, and Citizenship Canada (IRCC) funding for 2017 – 2020.	2017 - Q1	
		Formal Evaluation of London & Middlesex Local Immigration Partnership.	2018 - Q4	
	Conference Board of Canada (resource for measurement) (HSSDH)	Review London results.	Annually	✓
B) Support all Londoners to feel engaged and involved in our community.	Community Diversity and Inclusion Strategy – new (CMO)	Initial discussion with stakeholders (London Diversity and Race Relations Advisory Committee) upon confirmation of Strategy through Multi-Year Budget. Link to other concurrent activities.	2016 - Q1	✓

2. Diverse, inclusive and welcoming community

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Initiate project scoping, including dialogue with community organizations.	2016 - Q3	
		Complete draft strategy.	2016 - Q4	
		Obtain strategy endorsement from Council and community.	2017 - Q1-Q2	
		Support phased implementation of strategy.	2017 - Q2	
		Monitor and evaluate planned activities and outcomes.	2017 - Q2 Ongoing	
	Consider a gender lens during the development and execution of new policies <i>(HR&CS / All)</i>	Develop Corporate training, tools, and communications on applying a gender lens during the development and execution of new policies.	2017 - Q1	
		Conduct training and communications on applying gender lens.	2017 - Q4	
		Consider a gender lens during the development and execution of new policies.	2018 Ongoing	
	Workplace Diversity and Inclusion <i>(HR&CS)</i>	Align Workplace Diversity Plan with the Community Diversity and Inclusion Strategy.	2017 - Q4	
C) Work to always be a compassionate city to all.	Compassionate Cities initiative <i>(NCFS)</i>	Maintain current status with respect to this initiative.	Ongoing to 2019 Q4	✓

3. Caring and compassionate service

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Eliminate barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful.	London Homeless Prevention and Housing Plan 2010-2024 (NCFS / HSSDH)	Introduce and monitor Housing First projects aimed at achieving housing stability.	Ongoing to 2019 Q4	✓
		Strengthen emergency utility program and rent bank program by introducing a financial literacy program and by evaluation/measuring housing stability.		✓
		Implement homeless management information system for use by all funded homeless serving organizations.	2017 - Q3	
		Introduce and evaluate special programs aimed at achieving housing stability with unique populations experiencing homelessness including youth, Indigenous persons, women and justice related initiatives.	Ongoing to 2019 Q4	✓
		Implement flexible permanent housing allowance program.	Ongoing to 2019 Q4	✓
		Implement Homeless Prevention Implementation Plan.	Ongoing to 2019 Q4	✓
		Conduct annual updates on activities within the Homeless Prevention and Housing Plan.	2015 - Q3	✓
		Conduct a more comprehensive update on housing targets and activities as part of Year 5 review of the plan.	2016 - Q3	
	London Homeless Prevention System Implementation Plan (NCFS)	Focus on diversion from emergency shelter and homelessness.	Ongoing to 2019 Q4	✓
		Establish Housing First youth emergency shelter aimed at prevention.	2018 - Q3	
		Apply evidence based practices to eliminate chronic homelessness.	Ongoing to 2019 Q4	✓

3. Caring and compassionate service

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Lead and participate in Registry Week and Point in Time Counts.	Ongoing to 2019 Q4	✓
	Ontario Works Service Plan (HSSDH)	Council approval for Bridges - Circles funding.	2016 - Q1	✓
		Coordinate with lead community partners to broaden the implementation plan for Circles.	2016 - Q2	
		Complete Circles Bridges Pilot Evaluation Report.	2016 - Q2	
		Recruit additional staff to support Circles and Bridges training.	2016 - Q2	
		Implement the third "Circle".	2016 - Q4	
		Implement of the fourth "Circle".	2017 - Q2	
		Monitor client impacts and outcomes.	Ongoing	✓
		Complete and release a Circles Bridges Evaluation Report # 2.	2018 - Q3	
	Child and Youth Agenda (NCFS)	Complete and obtain full endorsement of the Child and Youth Agenda to 2021.	2016 - Q4	
		Begin implementation of Strategic Priorities.	2017 - Q1	
		Develop and implement Measurement and Evaluation Framework.	2017 - Q2	
		Maintain strong engagement of Child and Youth Agenda Members and funding partners.	Ongoing to 2019 Q4	✓
		Continue to implement Strategic Priorities.	Ongoing to 2019 Q4	✓
	Age Friendly London (NCFS)	Complete 2nd year of 3 year implementation plan for Age Friendly London.	2015 - Q3	✓
		Complete 3rd year of 3 year implementation plan for Age Friendly London.	2016 - Q3	
		Complete evaluation of Age Friendly London strategy.	2016 - Q4	

3. Caring and compassionate service

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Create next 3-5 year Age Friendly London Action Plan.	2017 - Q1	
		Implement next Age Friendly London Action Plan.	2017 - Q1 to 2019 Q4	
	Mental Health and Addictions Strategy - new (HSSDH / NCFS)	Identify corporate/ divisional resources to support the process upon approval of Strategy and Multi-Year Budget.	2016 - Q2	
		Initiate preliminary discussions with key community stakeholders.	2016 - Q3	
		Investigate options for plan development in consultation with community agencies and stakeholders.	2016 - Q4	
	London and Middlesex Food Policy Council – new (NCFS)	Participate in the development of a London and Middlesex Food Policy Council.	2016 - Q3	
		Participate as a member on the London and Middlesex Food Policy Council supporting the implementation of the community priorities.	2016 - Q3 to 2019 Q4	
B) Work with community agencies to help tenants keep their existing affordable housing and avoid homelessness.	London Middlesex Housing Corporation Strategy (HSSDH)	Review project plan to reflect a revised strategy on how to do this without dedicated funding.	2016 - Q4	
	London Homeless Prevention and Housing Plan 2010-2024 (NCFS / HSSDH)	Introduce and monitor Housing First projects aimed at achieving housing stability.	Ongoing to 2019 Q4	✓
		Strengthen emergency utility program and rent bank program by introducing a financial literacy program and by evaluating/measuring housing stability.	Ongoing to 2019 Q4	✓
		Implement homeless management information system for use by all funded homeless serving organizations.	2017 - Q3	

3. Caring and compassionate service

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Introduce and evaluate special programs aimed at achieving housing stability with unique populations experiencing homelessness including youth, Indigenous persons, women and justice related initiatives.	Ongoing to 2019 Q4	✓
		Implement flexible permanent housing allowance program.	Ongoing to 2019 Q4	✓
		Implement Homeless Prevention Implementation Plan.	Ongoing to 2019 Q4	✓
	London Homeless Prevention System Implementation Plan (NCFS)	Focus on diversion from emergency shelter and homelessness.	Ongoing to 2019 Q4	✓
		Establish Housing First youth emergency shelter aimed at prevention.	2018 - Q3	
		Apply evidence based practices to eliminate chronic homelessness.	Ongoing to 2019 Q4	✓
		Lead and participate in Registry Week and Point in Time Counts.	Ongoing to 2019 Q4	✓
	The London Plan (Homelessness Prevention & Housing) – draft (Planning)	Prepare second draft of London Plan and release recommended Homelessness Prevention & Housing policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	

3. Caring and compassionate service

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓
C) Reduce and prevent homelessness.	London Homeless Prevention System Implementation Plan (NCFS)	Introduce and monitor Housing First projects aimed at achieving housing stability	Ongoing to 2019 Q4	✓
		Strengthen emergency utility program and rent bank program by introducing a financial literacy program and by evaluation/measuring housing stability	Ongoing to 2019 Q4	✓
		Implement homeless management information system for use by all funded homeless serving organizations.	2017 - Q3	
		Introduce and evaluate special programs aimed at achieving housing stability with unique populations experiencing homelessness (including youth, Indigenous persons, women) and justice related initiatives.	Ongoing to 2019 Q4	✓
		Implement flexible permanent housing allowance program.	Ongoing to 2019 Q4	✓
		Continue to implement Homeless Prevention System Implementation Plan.	Ongoing to 2019 Q4	✓
	London Homeless Prevention and Housing Plan 2010-2024 (NCFS / HSSDH)	Focus on diversion from emergency shelter and homelessness.	Ongoing to 2019 Q4	✓
		Establish Housing First youth emergency shelter aimed at prevention.	2018 - Q3	
		Apply evidence based practices to eliminate chronic homelessness.	Ongoing to 2019 Q4	✓
		Lead and participate in Registry Week and Point in Time Counts.	Ongoing to 2019 Q4	✓
	Ontario Works Service Plan (HSSDH)	Open the South London Community Centre Social Services community location to serve residents generally in the south end of the city.	2015 - Q3	✓

3. Caring and compassionate service

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
D) Provide social services including Ontario Works in the community.		Open the Westmount Shopping Centre Social Services community location to serve residents generally in the west area of the city.	2016 - Q4	
		Report to Committee and Council with results of Request for Proposals for East Area Social Services community location and approval of lease.	2016 - Q4	
		Open the East Social Services community location.	2017 - Q3	
		Plan and discuss location and services for the Core Social Services office with Corporate partners.	Ongoing	✓
E) Provide compassionate care for animals.	Expanded Animal Welfare Initiatives Strategy (DCS / EES)	Report monthly on animal statistics on the City website on animal shelter statistics with an emphasis on live release rates and animal adoptions.	Annually	✓
		Begin Renovations of purchased building for Cat Adoption Centre.	2016 - Q2	
		Open Renovated Cat Adoption Centre to the public.	2016 - Q3	
		Finalize plan for Companion Animal Veterinarians Clinic which will focus on providing spay/neuter of feral cats, low income spay/neuter and micro-chipping animals.	2016 - Q2	
		Open Companion Animal Veterinarians Clinic.	2016 - Q3	
	Humane Wildlife Conflict Policy (Planning)	Develop and Implement the Beaver Protocol.	2015 - Q4	✓
		Complete Tree Trimming Protocol.	2016 - Q3	
		Complete Coyote Protocol review.	2015	✓
		Monitor implementation of Coyote Protocol.	Ongoing	✓

4. Amazing arts, culture and recreation experiences

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Fund and partner with the community to celebrate Canada's 150th anniversary in 2017.	Canada's Sesquicentennial Anniversary of Confederation (CMO)	Recruit the 150th Anniversary Coordinator and establish the governance structure with the lead partners of the London Heritage Council, London Celebrates Canada and the City of London Culture Office.	2015 - Q4	✓
		Secure contracts for funding support under the Canada 150 Community Infrastructure Program for renovation of the Harris Park Pavilion, Main Trail at Westminster Ponds and Victoria Park Cenotaph.	2016 - Q2	
		Establish and execute social media and traditional media marketing strategies for local Canada 150 programming.	2018 - Q1	
		Establish a Canada Day event organizer's network to enhance Canada Day programming and participation in 2017.	2018 - Q1	
		Implement Canada 150 Anniversary Programming for 2017.	2018 - Q1	
B) Explore the potential for a multi-use performance venue(s) in London.	Cultural Prosperity Plan (CMO) London's Downtown Plan (Planning)	Examine proceeding with 2015 performance venue proposals in relation to implementing list of all Transformational Projects.	2015 - Q1	✓
		Evaluate emerging opportunities which advance this Transformational project and implement as resources allow	Ongoing	✓
C) Invest in new parks and recreation facilities and pursue innovative models for programs and service delivery.	Parks and Recreation Strategic Master Plan 2009-update (P&R / NCFS)	Continue to implement recommendations from Parks and Rec Master Plan 2009.	Ongoing	✓
		Start Construction of the South West Community Centre.	2016 - Q2	
		Open the South West Community Centre.	2018 - Q3	

4. Amazing arts, culture and recreation experiences

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Select architects for the East Community Centre.	2016 – Q1	✓
		Undertake public engagement for the East Community Centre.	2016 - Q4	
		Determine final design of the East Community Centre.	2017 – Q1	
		Open the East Community Centre.	2018 – Q4	
		Undertake public engagement for the Silverwoods Arena redevelopment.	2017 – Q2	
		Redevelop Silverwoods Arena.	2018 – Q2	
		Undertake public discussions regarding Glen Cairn Arena decommissioning.	2016 - Q2 and Q3	
		Decommission Glen Cairn Arena.	2018 - Q3	
		Develop innovative delivery models to increase recreation opportunities for seniors in neighbourhoods.	2017 - Q4	
		Implement approaches to increase recreation opportunities for seniors in neighbourhoods.	2017 Q1 to 2019 Q4	
		Implement healthy Kids Community Challenge initiatives.	Ongoing to 2019 Q4	✓
		Participate and implement <i>inMotion</i> initiatives.	Annually to 2019 Q4	✓
		Develop and implement innovative processes to increase access to recreation opportunities, such as Acti-Pass, Fitness Flex Pass, etc.	Ongoing to 2019 Q4	✓
		Increase budget for the Recreation Program Subsidy to improve access to recreation program opportunities for low income residents unable to meet full registration fees.	2016 - Q1	✓
		Continue to work on joint venture agreements with School boards, Universities and Colleges	Ongoing	✓

4. Amazing arts, culture and recreation experiences

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		to provide recreational opportunities for the community at non-City owned facilities.		
		Update Interim Parks and Recreation Strategic Master Plan and Sub-studies.	2016 - 2018 Q4	✓
		Submit Interim Update on Parks and Recreation Strategic Master Plan.	2016 - Q2	
		Update Parks and Recreation Strategic Master Plan 2019.	Ongoing	✓
		Present updated Parks and Recreation Strategic Master Plan to Council.	2019 - Q4	
		Continue to Implement the Storybook Gardens Master plan.		
		Implement the Storybook Gardens 2014 plan.	Ongoing	✓
		Develop new Children's programming in collaboration with Child and Youth Network.	2015 - Q1	✓
		Open renovated splash pad.	2015 – Q4	✓
		Collaborate with Fanshawe College to add production quality to various programs.	2015 - Q4	✓
		Develop plan to renovate former barn area and hill area of the park.	2015 - Q2	✓
		Launch new play group and school group programming.	2017 - Q2	
		Celebrate 60 th anniversary.	2018 - Q2	
		Continue to implement the London Community Gardens Strategic Plan 2015-2019.		
		Establish Policies and Guidelines through a series of stakeholder engagement sessions.	2015 – Q1	✓
		Approve Strategic Plan.	2015 – Q3	✓

4. Amazing arts, culture and recreation experiences

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Implement Phase 1 of Strategic Plan.	2016 - Q1	✓
		Establish a stakeholder advisory group to support implementation of 2016 recommendations.	2016 - Q4	
		Implement 2017 - 2019 recommendations.	2017 - 2019 Q4	
		Continue to implement the Municipal Golf Course Business Plan		
		Improve playability and customer experience by redesigning #7 and #10 teeing grounds at Thames Valley Golf Course.	2015 - Q4	✓
		Establish new contracts for carts and third party resellers to improve revenue opportunities.	2016 - Q1	✓
		Increase youth golf opportunities and awareness through tournament offerings and summer programs.	2016 - Q2	
		Implement plan to continue operating a self-sustaining "Golf Pays for Golf" experience for Londoners.	2017 - 2019	
	The London Plan (Parks & Recreation) – draft (Planning)	Prepare second draft of London Plan and release recommended Parks & Recreation policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	

4. Amazing arts, culture and recreation experiences

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	✓
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	
	Cultural Prosperity Plan (CMO)	London Arts Council and London Heritage Council - Implement Culture Days/Doors Open London annually during the last weekend of September.	2016 - Q3	
		London Arts Council - Implement a variety of arts based initiatives such as: Arts build Ontario Workshop, London Artist in Residence Program (LAIR) and Culture City.	2019 - Q2	
		London Heritage Council - Implement a variety of heritage based initiatives such as: Trails Open London and Museum School programs.	2019 - Q2	✓
D) Fund and partner with Museum London, the London Arts Council, the	Cultural Prosperity Plan (CMO)	Eldon House - Establish a new Strategic Plan and Website for Eldon House Heritage Museum and Gardens.	2016 - Q4	

4. Amazing arts, culture and recreation experiences

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
London Heritage Council, Eldon House, the London Public Library, and others to strengthen culture in London.		Eldon House - Establish a partnership with the Fanshawe College Landscape Design Program to deliver college education to students via Eldon House as an outdoor classroom.	2017 - Q4	
		Culture Office - Establish the City of London as the trustee for the Eldon House Little Trust Fund, which contributes to the maintenance of the Eldon House Collections.	2016 - Q4	
		Culture Office - Celebrate London's identity through the furthering of Intangible Cultural Heritage. For example: work with the community and LACH to develop City Historical Interpretive Signage, Finding Freedom in the Forest City film, Mitacs oral history of the St. George Grosvenor Heritage Conservation District.	2019 - Q4	
	Museum London Strategic Plan (CMO)	<i>To be reported in the Fall of 2016.</i>		
	London Public Library 2014-2017 Strategic Plan (CMO)	<i>To be reported in the Fall of 2016.</i>		

5. Healthy, safe and accessible city

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Fund and partner with the Middlesex London Health Unit to promote and protect the health of our community.	Middlesex London Health Unit Strategic Plan (CMO)	<i>To be reported in the Fall of 2016.</i>		
B) Support all Londoners to age well and have opportunities to reach their full potential.	Age Friendly London Action Plan 2013-2016 (NCFS)	Complete 2nd year of three year implementation plan for Age Friendly London.	2015 - Q3	✓
		Complete 3rd year of three year implementation plan for Age Friendly London.	2016 - Q3	
		Complete evaluation of Age Friendly London strategy.	2016 - Q4	
		Create next 3-5 year Age Friendly London Action Plan.	2017 - Q1	
		Implement next Age Friendly London Action Plan.	Ongoing from 2017 - Q1 to 2019 Q4	
C) Support the health and well-being of all children, youth, and families in London.	Child and Youth Agenda 2012-2015 (NCFS)	Complete and obtain full endorsement of the Child and Youth Agenda to 2021.	2016 - Q4	
		Begin implementation of Strategic Priorities.	2017 - Q1	
		Develop and implement Measurement and Evaluation Framework.	2017 - Q2	
		Maintain strong engagement of Child and Youth Network Members and funding partners.	Ongoing to 2019 Q4	✓

5. Healthy, safe and accessible city

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Continue implementation of Strategic Priorities.	Ongoing to 2019 Q4	✓
D) Protect and promote the safety of Londoners through funding the work of the London Police Services.	London Police Services 2016-2018 Business Plan (CMO)	<i>To be reported in the Fall of 2016.</i>		
E) Promote and support a safe community through the work of the London Fire Department by: <ul style="list-style-type: none"> • Increased public education and prevention • Redeployment of resources • Introduction of new technology 	London Fire Department Business Plan Fire and Rescue Services Fire Prevention and Education (NCFS)	Resource Redeployment		
		Develop and implement plan to redeploy 2 Fire Inspectors who will do building plan (fire safety) reviews within Service London area, City Hall.	2016 - Q3	
		Relocate Station 11 - Acquire land.	2015 - Q1	✓
		Relocate Station 11 - Complete design, tender, Council approval process.	2016 - Q3	
		Relocate Station 11 - Construct and open station.	2017 - Q3	
		Add Station 15 - Identify location and acquire land.	2018 - Q1	
		Add Station 15 - Develop construction timetable.	2018 - Q2	
		Add Station 15 - Construct station, acquire equipment, open station.	2020 - Q3	
		Add Station 16 - Identify location and acquire land.	2019 - Q2	

5. Healthy, safe and accessible city

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Add Station 16 - Develop construction timetable.	2019 - Q4	
		Add Station 16 - Construct station, acquire equipment, open station.	2021 - Q2	
		Introduction of New Technology		
		Introduce Driver Training Simulator. Train key personnel, develop plan and programming.	2016 - Q2	
		Deliver 1st Phase of Training.	2016 - Q3	
		Deliver 2nd Phase of Training.	2016 - Q4	
		Develop cost recovery model with Finance, evaluate London Fire Department and Engineering and Environmental Services Department needs, solicit interest from other agencies, and Incorporate other agencies in training calendar.	2017 - Q3	
		Continue Driver Training Simulator operations.	Ongoing to 2019 Q4	✓
		Finalize scoping of projects relating to implementation of mobile technologies, records and performance management software and determine approach to move forward.	2016 - Q3	
		Implement mobile technologies, records and performance management software projects and determine approach to move forward.	Ongoing to 2019 Q4	✓

5. Healthy, safe and accessible city

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Increased Public Education and Prevention		
		Pilot a computer-based Work Order system for fire code inspections, with an emphasis on risk-based inspections for multi-occupancy buildings in areas with higher prevalence of fires.	2016 – Q2	
		Implement a computer-based Work Order system for fire code inspections, with an emphasis on risk-based inspections.	2017 Q4 and Ongoing	
		Hire Fire Inspectors to increase frequency of routine inspections.	2016 – 2017 Q4	
		Maintain increased frequency of routine inspections.	Ongoing to 2019 Q4	✓
		Introduce pilot for risk-based Fire Prevention education - areas with higher prevalence of fires.	2016 - Q3	
		Develop public education strategy to increase public education activities in areas of the City with higher prevalence of fires.	2017 - Q3	
		Increase public education activities in areas of the City with higher prevalence of fires.	Ongoing to 2017 Q4	
F) Strengthen Emergency Management through:	City of London Emergency Response Plan (HR&CS)	Select Software tool through Request for Proposals process.	2016 - Q4	
• Public awareness activities and a public notification system		Develop Program outline - Public Notification.	2017 - Q4	
• Expanded Emergency Operations Centre capabilities		Implement Public Notification Program.	2018 - Q4	
• Emergency management practices included as part of		Review, update, monitor and evaluate Public Notification Program.	2019 - Q4	
		Develop Emergency Operations Centre Scribe Program.	2017 - Q4	

5. Healthy, safe and accessible city

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
city planning and programming		Implement Emergency Operations Centre Scribe Program.	2018 - Q4	
	Emergency Social Services Plan – New (HSSDH)	Establish a revised resource plan based on best practices and develop a local plan for the provision of community based emergency social services following a community crisis event (after the closure of a reception center and formal emergency management activities).	2016 - Q1	✓
		Align the activities of the community plan work with Vulnerable Occupancy Protocol activities.	2016 - Q1	✓
		Develop a protocol for assisting with and monitoring individual and community recovery once the emergency response ends.	2016 - Q3	
		Report to Council with recommendations and action plans as required.	2016 - Q4	
G) Improve London's neighbourhoods through pro-active enforcement of updated by-laws.	By-law Review (DCS)	Review the existing Business Licensing By-law with a focus on public health, safety, and consumer protection to create new and improved regulations.	2016 - Q2	
		Adopt big picture ideas of regulations.	2016 - Q2	
		Hold public meetings for Business Licensing By-law review.	2016 - Q3	
		Implement the Business Licensing By-law.	2016 - Q4	
		Identify and expand existing pro-active enforcement areas to include additional areas which would benefit from pro-active enforcement.	2016 - Q2	
		Implement new areas for enforcement.	2016 - Q3	

5. Healthy, safe and accessible city

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	Multi-agency enforcement partnerships (DCS)	Report protocol to Community and Protective Services Committee for a multi-agency process of addressing vulnerable occupancies in a variety of housing situations.	2016 - Q2	✓
		Implement a multi-agency process of addressing vulnerable occupancies in a variety of housing situations.	Ongoing	✓
	Targeted pro-active enforcement blitzes (DCS)	Implement a targeted program for proactive blitzes to address issues related to neighbourhood quality of life.	Ongoing	✓
		Identify new areas.	2016 - Q2	
		Implement targeted enforcement protocol.	2016 - Q3	
H) Invest in programs and infrastructure to make London more accessible.	City of London Accessibility Plan 2013-2017 (HR&CS)	Implement requirements to meet Design of Public Spaces Standard.	2016 - Q4	
		Review and implement requirements to file Accessibility Report.	2017 - Q4	
		Update City of London Accessibility Plan.	2018 - Q1	
		Review and implement requirements to file Accessibility Report.	2019 - Q4	
I) Continue to make pedestrian and cycling routes safer year round.	School Crossing Guard Program (EES)	Review and adjust the School Crossing Guard operating hours at each location to reflect changes in the school entry and dismissal times annually.	2015 – 2019 Q4	✓
		Review the locations for new School Crossing Guards annually.	2015 – 2019 Q2	✓
	Active and Safe Routes to School (EES)	Develop & Implement a School Zone Speed Limit Policy.	2016 - Q4	
		Develop a program to install new pedestrian crossing devices.	2016 - Q2	

5. Healthy, safe and accessible city

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 5 locations.	2016 - Q3	
		Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations.	2017 - Q3	
		Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations.	2018 - Q3	
		Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations.	2019 - Q3	
		Review local issues at 10 schools per year.	Annually–Q2	✓
	Winter Maintenance Strategy – new (EES)	Develop a strategy that provides options for Council to consider for implementation related to enhanced service levels on sidewalks and pathways.	2015 - Q4	✓
J) Help Londoners understand how we provide safe drinking water and protect the Thames River.	Thames River Clear Water Revival Project (EES / Planning)	Report to Council on Thames River Water Management Plan: Phase 1.	2017 - Q4	
		Report to Council on approaches to implement targets, monitoring and future reporting methods.	2018 - Q4	
		Report to Council on program implications and budget impacts.	2019 - Q4	
	Source Water Protection Plan (EES)	Seek Provincial approval of a plan for the protection of groundwater near City wells.	2016 - Q1	✓
		Train development approval staff to communicate requirements to developers.	2016 - Q3	
		Update the City website to communicate the program to the public.	2017- Q1	
	Drinking Water Annual Report (EES)	Report on drinking water quality testing results and system performance annually.	2016 - Q1	✓

5. Healthy, safe and accessible city

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	Drinking Water Quality Management System (<i>EES</i>)	Report on Ontario Ministry of the Environment and Climate Change annual inspection and audit to ensure that the water system is in compliance with all applicable legal requirements annually.	2016 - Q1	✓
	The London Plan (Civic Infrastructure, Natural Resources and Natural Heritage) – draft (<i>Planning</i>)	Prepare second draft of London Plan and release recommended Civic Infrastructure, Natural Resources and Natural Heritage policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓
	Partnership with Conservation Authorities <ul style="list-style-type: none"> Kettle Creek Conservation Authority 	Conservation Authority Partnerships Phase 1: Develop a Memorandum of Understanding related to Water Erosion Control Infrastructure funded projects undertaken jointly by the Upper Thames Conservation Authority and City. Report back on this to Municipal Council and the Upper Thames Conservation Authority Board.	2016 - Q4	

5. Healthy, safe and accessible city

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	<ul style="list-style-type: none"> • Lower Thames Conservation Authority • Upper Thames Conservation Authority (<i>EES</i>) 	<p>Conservation Authority Partnerships Phase 2: Build upon current relationships with Upper Thames Conservation Authority by undertaking a review of existing shared service arrangements related to the health of the Thames River watershed (hydrogeology, Beaver Activity Management, Low Impact Development Strategy, Risk Assessments).</p>	2017 - Q4	
		<p>Conservation Authority Partnerships Phase 3: Partner with Conservation Authorities to roll out the Low Impact Development Strategy.</p>	2018 - Q4	

Building a Sustainable City

1. Robust Infrastructure				
What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Address and manage the infrastructure gap to maintain what we have now and reduce the tax burden on future generations. This includes everything from roads to parks to buildings.	State of the Infrastructure Report (F&CS)	Acquire an asset management software system. Note: The growth of the infrastructure gap is managed through the development and implementation of standardized asset management best practices currently evolving across Canada and around the world.	2017 - Q4	
		Research the infrastructure gap through pilot projects in Transportation and Parks & Recreation.	2018 - Q4	
		Implement the system across the city.	2019 - Q4	
		Monitor the infrastructure gap through annual reviews of the State of Infrastructure Report. (Full update once every 5 years).	2015 - Q4	✓
		Implement the financial and asset recommendations of the Corporate Asset Management Plan. (Reports are prepared on an ongoing annual review basis with a full update once every 5 years).	2015 – 2019 (Ongoing)	✓
B) Manage and improve water, wastewater, and storm water infrastructure and services.	Water and Wastewater Business Plans (EES)	Seek Council approval of 2016-19 Business Plan and Budget.	2016 - Q1	✓
		Implement the Business Plan annually.	2016 - Q4	

1. Robust Infrastructure

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
C) Manage and upgrade transportation infrastructure such as heritage bridges, railway grade separations, cycling facilities, and parking lots.	Parking Master Plan (EES)	Consult with the public on parking opportunities and requirements.	2016 - Q1	✓
		Complete Strategy for Council approval.	2016 - Q3	
		Finalize Strategic Implementation Plan.	2016 - Q4	
	Parking Lot Upgrade Strategy (EES)	Complete Strategy Development.	2015 - Q2	✓
		Complete Year One Lot Upgrades (Lot 2).	2016 - Q4	
		Complete Year Two Lot Upgrades (Lots 1 and 17).	2017 - Q4	
		Complete Year Three Lot Upgrades (Lots 4, 5, 3W & 3E).	2018 - Q4	
	Heritage Bridge Preservation Strategy - Meadowlily Footbridge - Blackfriars Bridge (EES / Planning)	Complete construction of improvements - Meadowlily Footbridge.	2015 - Q1	✓
		Complete Environmental Assessment - Blackfriars Bridge.	2016 - Q2	✓
		Complete Detail Design and Public Consultation - Blackfriars Bridge.	2017 - Q1	
		Complete construction of improvements - Blackfriars Bridge.	2019 - Q2	
	Transportation Master Plan (EES)	Complete Environmental Assessment and review opportunities for advancement – Adelaide Street/ CPR Grade Separation.	2017 - Q3	
	Bicycle Master Plan (EES)	Complete detailed design - 2015 Cycling Facility (Egerton, White Oaks, Upper Queens, Nixon, Ridout, Oxford West, Colborne, Second).	2015 - Q2	✓

1. Robust Infrastructure

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Complete construction of Improvements - 2015 Cycling Facility (Egerton, White Oaks, Upper Queens, Nixon, Ridout, Oxford West, Colborne, Second).	2015 - Q4	✓
		Complete detailed design - 2016 Cycling Facility (Cheapside, Fanshawe College Boulevard, Trafalgar, Sandford, Bruce).	2016 - Q2	
		Complete construction of improvements - 2016 Cycling Facility (Cheapside, Fanshawe College Boulevard, Trafalgar, Sandford, Bruce).	2016 - Q4	
D) Increase efforts on more resource recovery, long-term disposal capacity, and reducing community impacts of waste management.	Long-Term Waste Management Plan (EES)	Develop Environmental Assessment Terms of Reference and submission to Province.	2017 - Q1	
		Complete Long-term Resource Recovery Plan.	2017 - Q3	
		Complete Environmental Assessment and submission to Province.	2018 - Q3	
		Increase waste diversion (e.g., downtown, public space recycling, etc.).	2018 - Q4	
		Prepare Environmental Protection Act Documentation and submission to Province.	2019 - Q4	
E) Fund innovative ways to adapt to Climate Change.	Climate Change Adaptation Strategy (EES)	Phase 2: Incorporate increased Climate Change Adaptation in design and practice when possible.	2016 - Q4	
		Phase 3: Update Draft Strategy, implementation plan and final review with stakeholders.	2017 - Q2	
		Phase 4: Submit to Committee/Council.	2017 - Q3	

1. Robust Infrastructure

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Phase 5: Implement approved strategy.	2018 - Q1	
		Award flood proofing design for Vauxhall plant.	2016 - Q4	
		Award flood proofing design for Greenway plant.	2017 - Q1	
		Begin construction of West London Dykes Phase 3.	2017 - Q2	
		Award flood proofing design for Adelaide plant.	2017 - Q2	
		Award flood proofing construction for Vauxhall plant.	2018 - Q1	
		Award flood proofing construction for Adelaide plant.	2019 - Q1	
		Begin construction of West London Dykes Phase 4.	2019 - Q2	
	The London Plan (The Green City and Natural Hazards) – draft (<i>Planning</i>)	Prepare second draft of London Plan and release recommended The Green City and Natural Hazards policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	

1. Robust Infrastructure

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓
	Partnership with the Conservation Authorities Kettle Creek Conservation Authority Lower Thames Conservation Authority Upper Thames Conservation Authority (EES)	Conservation Authority Partnerships Phase 1: Develop a Memorandum of Understanding related to Water Erosion Control Infrastructure funded projects undertaken jointly by the Upper Thames Conservation Authority and City. Report back on this to Municipal Council and the Upper Thames Conservation Authority Board.	2016-Q4	
		Conservation Authority Partnerships Phase 2: Build upon current relationships with Upper Thames Conservation Authority by undertaking a review of existing shared service arrangements related to the health of the Thames River watershed (hydrogeology, Beaver Activity Management, Low Impact Development Strategy, Risk Assessments).	2017- Q4	
		Conservation Authority Partnerships Phase 3: Partner with Conservation Authorities to roll out the Low Impact Development Strategy.	2018 - Q4	

2. Convenient and connected mobility choices

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Implement and enhance safe mobility choices for cyclists, pedestrians, transit users and drivers through the provision of complete streets, connected pathways, and enhanced transit services.	Transportation Master Plan (EES)	Complete construction improvements – Hyde Park Road Improvements.	2015 - Q4	✓
		Complete Detail Design and Public Consultation – Fanshawe Park Road East Improvements.	2015 - Q4	✓
		Complete construction of improvements – Fanshawe Park Road East Improvements.	2016 - Q4	
		Complete detailed design – Sarnia Road Improvements (east of Wonderland Road).	2015 - Q4	✓
		Complete construction of Sarnia Road Improvements (east of Wonderland Road).	2016 - Q4	
		Complete detailed design – Commissioners Road Improvements (Wonderland to Viscount).	2015 - Q4	✓
		Complete construction of Commissioners Road Improvements (Wonderland to Viscount).	2016 - Q4	
		Complete Environmental Assessment – Wharncliffe & Western Road Improvements (Oxford to Platts Lane).	2015 - Q4	✓
		Complete detailed design – Wharncliffe & Western Road Improvements (Oxford to Platts Lane).	2017 - Q3	
		Complete construction of Wharncliffe & Western Road Improvements (Oxford to Platts Lane).	2018 - Q4	
		Complete Environmental Assessment – Wharncliffe Road Improvements (Horton to Becher).	2016 - Q4	
		Complete detailed design – Wharncliffe Road Improvements (Horton to Becher).	2018 - Q4	

2. Convenient and connected mobility choices

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Complete construction of Wharnccliffe Road Improvements (Horton to Becher).	2020 - Q4	
		Complete Environmental Assessment – Western Road / Sarnia Road Intersection Improvements.	2016 - Q4	
		Complete detailed design – Western Road / Sarnia Road Intersection Improvements.	2017 - Q4	
		Complete construction Western Road / Sarnia Road Intersection Improvements.	2019 - Q4	
		Complete Environmental Assessment – Fanshawe Park Road / Richmond Intersection Improvements.	2016 - Q4	
		Complete detailed design – Fanshawe Park Road / Richmond Intersection Improvements.	2018 - Q1	
		Complete construction of Fanshawe Park Road / Richmond Intersection Improvements.	2019 - Q2	
		Complete detailed design – Veterans Memorial Parkway North Extension.	2018 - Q4	
		Complete construction of improvements – Veterans Memorial Parkway North Extension.	2019 - Q4	
	Rapid Transit Implementation Strategy (EES)	Complete Environmental Assessment.	2017 - Q1	
		Design First Phase.	2019 - Q1	
	London Transit Commission Strategic Business Plan (CMO)	<i>To be reported in the Fall of 2016.</i>		
	Bicycle Master Plan (EES)	Present draft Cycling Master Plan.	2016 - Q2	
		Finalize Cycling Master Plan for Council approval.	2016 - Q4	

2. Convenient and connected mobility choices

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	Thames Valley Corridor Plan (<i>Planning</i>)	Complete Environmental Assessment for Thames Valley Corridor North Branch pathway project.	2016 - Q3	
		Issue Construction Tender.	2017 - Q4	
		Begin construction.	2018 - Q2	
		Complete construction.	2019- Q4	
	The London Plan (Mobility) - draft (<i>Planning</i>)	Prepare second draft of London Plan and release recommended Mobility policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓
B) Improve travel to other cities through better transportation connectivity specifically regional transit connections.	Provincial High Speed Rail Regional Hub-new (<i>EES / Planning</i>)	Participate in Provincial Environmental Assessment. Provide project status report to Council.	2016 - Q3	
		Report Project status upon finalization of technical studies.	2017 - Q1	

2. Convenient and connected mobility choices

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	Transportation Master Plan (EES)	Complete Veterans Memorial Parkway Highway 401 interchange improvements and south extension in partnership with the Ministry of Transportation.	2018 – Q2	
		Complete Wonderland Road Highway 401 interchange construction.	2015 – Q4	✓
		Start construction on Highbury Avenue 401 interchange.	2019 – Q1	
	London's Downtown Plan (Planning)	Evaluate emerging opportunities to advance Transformational Projects #8 and #9 in this Plan which support this strategy and implement as resources allow	Ongoing	✓
	The London Plan (Mobility) – draft (Planning)	Prepare second draft of London Plan and release recommended Mobility policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	

2. Convenient and connected mobility choices

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓
	London Transit Commission (CMO)	<i>To be reported in the Fall of 2016.</i>		
	London International Airport Authority (CMO)	<i>To be reported in the Fall of 2016.</i>		
C) Improve travel by managing congestion and increasing roadway safety.	Traffic Signal Optimization (EES)	Optimize Traffic signals timing annually (100 locations).	2015 - Q4	✓
		Optimize Traffic signals timing annually (100 locations).	2016 - Q4	
		Optimize Traffic signals timing annually (100 locations).	2017 - Q4	
		Optimize Traffic signals timing annually (100 locations).	2018 - Q4	
		Optimize Traffic signals timing annually (100 locations).	2019 - Q4	
	Road Safety Strategy (EES)	Undertake an annual road safety network screening.	2015 - Q4	✓
		Complete 5 in-service safety reviews annually.	2016 - Q4	
		Complete 5 in-service safety reviews annually.	2017 - Q4	
		Complete 5 in-service safety reviews annually.	2018 - Q4	
		Complete 5 in-service safety reviews annually.	2019 - Q4	
		Undertake visibility review of traffic signal heads.	2015 - Q4	✓
		Complete one third of the traffic signal review system.	2015 - Q2	✓

2. Convenient and connected mobility choices

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Complete review traffic signal review of one third of system.	2016 - Q2	✓
		Complete review traffic signal review of one third of system.	2017 - Q2	
		Develop Red-light camera enforcement program including a service contract.	2015 - Q4	✓
		Install Red-light camera equipment at select locations.	2017 - Q1	
D) Explore a better subsidy model for transit riders so that more Londoners can benefit.	Subsidized Transit Business Plan (NCFS)	Develop Subsidized Transit Business Plan and Proposed New Model to go forward to City Council.	2016 - Q4	
		Implement Subsidized Transit Business Plan, including recommendations of City Council.	2017 - Ongoing	
		Evaluate effectiveness of the Subsidized Transit Business Plan.	2019 - Q4	
	Communication with Provincial Government (CMO)	Initiate targeted communication with Provincial Government after Council approval of subsidized transit business plan.	2017 - Q1	

3. Strong and healthy environment

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Implement innovative ways to conserve energy.	Community Energy Action Plan (EES)	Provide annual updates on the Community Energy Action Plan which was approved by Council with 60 Actions between 2014 and 2018; 40 actions (2014 to 2015) and 16 actions (2016 to 2018).	Annual update to Civic Work Committee - Q2	✓
	Corporate Energy Conservation Management Plan (EES)	Provide annual updates on the Conservation Demand Management Plan which was approved by Council with 48 Actions between 2014 and 2020; 13 actions (2014 to 2015) and 35 actions (2016 to 2020).	Annual update to Civic Work Committee - Q2	✓
	Street Light Energy Plan (EES)	Complete Phase 1 of the LED Street Light Upgrade.	2016 - Q2	
		Complete Phase 2 of the LED Street Light Upgrade.	2018 - Q2	
	Review other Municipalities and Provincial programs (EES)	Continue to review municipal and association contacts, document review, attendance at conferences/workshops, direct contact, etc.	Ongoing	✓
B) Reduce fuel use through innovation and research.	Green Fleet Strategy (EES)	Phase 4: Prepare Updated Green Fleet Strategy and undertake stakeholder engagement.	2016 - Q3	
		Phase 5: Submit to Committee/Council.	2016 - Q4	
C) Plant more trees and better protect them from deforestation, invasive species, and other threats.	Urban Forest Strategy (Planning / EES)	Begin implementing Urban Forest Strategy.	2015	✓
		Complete Planting Strategy.	2016 - Q2	
		Plant 4000 Trees.	2016 - Q4	
		Revise Tree Conservation By-law.	2016 - Q3	
		Revise Boulevard Tree Protection By-law.	2016 - Q4	

3. Strong and healthy environment

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Complete Tree Canopy Cover Study.	2017 - Q1	
		Complete Urban Forest analysis update.	2018 - Q4	
		Prepare Asian Longhorned Beetle Report.	2016 - Q4	
	The London Plan (Urban Forest) – draft (<i>Planning</i>)	Prepare second draft of London Plan and release recommended Urban Forest policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan ["Urban Forest" section name changed to "Forest City"] and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓
		Promote and enhance the Forest City brand (<i>Planning</i>)	Implement annual community tree plantings, tree sales and giveaways, etc.	Ongoing
D) Expand support for resident and community driven initiatives that encourage waste reduction and other	Roadmap 2.0 Road to Increased Resource Recovery and Zero Waste	Approve (Updated) Interim Waste Diversion Plan (2016).	2016 - Q1	✓
		Complete Long-term Resource Recovery Plan.	2017 - Q3	

3. Strong and healthy environment

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
environmentally friendly behaviors.	(EES)	Develop new Waste Diversion Plan.	2018 - Q1	
	London Environmental Network (EES)	Launch London Environmental Network (with funding from Ontario Trillium Foundation).	2015 - Q1	✓
		Update: London Environmental Network.	Annual update to Civic Work Committee - Q2	✓
	Green Development Strategy (Planning)	Review resources required to resume the Strategy among projects to be included in Planning Services 2018 – 2019 Work Program.	2017 – Q4	
	Property Assessed Clean Energy (EES)	Phase 1: Update Local Improvement Charges (LIC Financing) for Energy and Water Efficiency Improvements.	2016 - Q1	✓
		Phase 2: Undertake stakeholder engagement and prepare Draft Business Case for a Local Improvement Charges Pilot Project including implementation scope, framework, costs, and risks.	2016 - Q3	
		Phase 3: Submit to Committee/Council.	2016 - Q4	
		Phase 4: Implement approved strategy.	2017 - Q1	
E) Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows.	The London Plan (Natural Heritage and The Green City) – draft (Planning)	Prepare second draft of London Plan and release recommended Natural Heritage and The Green City policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	

3. Strong and healthy environment

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓
	Thames Valley Corridor Plan (Planning)	Amend Woodland Reserve Fund By-Law to permit management of invasive species.	2016 - Q2	
Source Protection Plan (EES)		Seek Provincial acceptance of a plan to protect groundwater near City wells.	2016 - Q1	✓
		Prepare risk management templates for use by City development approval staff (by Upper Thames River Conservation Authority).	2016 - Q3	
		Train development approval staff.	2016 - Q3	
		Progress report from Upper Thames River Conservation Authority.	2016 - Q3	
		Begin private property inspections at which time the plan will be fully operational.	2016 - Q4	
Thames River Clear Water Revival Initiative (EES)		Complete Thames River Water Management Plan: Phase 1.	2017 - Q2	
		Evaluate approaches to implement targets, monitoring and future reporting methods.	2018 - Q4	
		Assess implications and budget impacts.	2019 - Q4	

3. Strong and healthy environment

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	Pollution Prevention and Control Plan (EES)	Complete Phase 2 report that outlines priority overflow locations and technical details.	2016 - Q4	
		Complete Phase 3 (final) report on priority solutions.	2017 - Q4	
		Review budget forecast implications.	2017 - Q1	
		Recommend budget forecast changes.	2017 - Q2	
	Environmentally Significant Areas (Planning)	Implement existing Environmentally Significant Area Conservation Master Plans to manage natural areas through annual reporting.	Ongoing	✓
	Conservation Master Plans (Planning)	Update Medway Conservation Master Plan.	2018 - Q4	
		Update Meadowlily Conservation Master Plan.	2018 - Q4	
		Set updates of next Conservation Master Plans due in 10-year cycle.	2019 - Q1	
	Subwatershed Plans (EES)	Develop Conceptual Alternatives for the movement of water, wildlife and people for: Dingman Subwatershed Environmental Assessment Phase 1.	2016 - Q4	
		Hold Public Meetings and Select Preferred Alternatives for: Dingman Subwatershed Environmental Assessment Phase 2:	2017 - Q2	
		Complete Final Report that will provide a conceptual stormwater servicing and corridor plan for the Dingman Creek Subwatershed. (Dingman Subwatershed Environmental Assessment Phase 3).	2018 - Q1	
	Significant woodlands protection (Planning)	Develop and implement (by priority) management plans for 90 woodlands annually.	Ongoing	✓

3. Strong and healthy environment

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	Partnership with the Conservation Authorities Kettle Creek Conservation Authority Lower Thames Conservation Authority Upper Thames Conservation Authority (EES / Planning)	Conservation Authority Approvals/Monitoring Optimization Phase 1: Work with conservation authority partners to streamline and optimize approval and watershed monitoring processes to ensure watershed health is maintained as the City grows.	2017 - Q4	
		Conservation Authority Approvals/Monitoring Optimization Phase 2: Assess and modify existing programs/processes/budgets to reflect Conservation Authority partnership efforts.	2018 - Q4	
		Monitor quarterly and annually on the daily management of the City's Environmentally Significant Areas through its contract with the Upper Thames River Conservation Authority.	Ongoing	✓
	Communicate with First Nations (CMO / EES)	Participate in a Federation of Canadian Municipalities workshop on strengthening partnerships between our communities, identifying issues of mutual interest, exploring principles for strong relationships, and learning about service agreements.	2016 - Q1	✓
		Develop a strategic approach and actions that encourage our communities to first build a strong relationship based on listening and learning from each other.	2017 - Q2	
		Develop new ways or modifications to existing approaches to: 1. delivering our services to First Nations residents of London; 2. meeting Provincial consultation requirements on infrastructure projects; 3. Addressing municipal related	2018	

3. Strong and healthy environment

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		recommendations of the Truth and Reconciliation Commission of Canada.		
		Implement and build the new approaches into our programs.	Ongoing	✓
F) Use new ways to help residents protect their basements from flooding.	Basement Flooding Grant Program (EES)	Review the existing program and background information: the programs of other cities, insurance industry and communications.	2016 - Q2	
		Consider alternative approaches to reducing the risk of basement flooding ranging from strict regulation to encouragement.	2017 - Q1	
		Recommend a preferred approach after having consulted with the public.	2017 - Q4	
		Prepare the plan, including program changes, resources and costs.	2018 - Q4	
	Pollution Control and Prevention Program (EES)	Include basement flooding protection in the Phase 2 report that outlines priority overflow locations and technical details.	2016 - Q4	
		Complete Phase 3 (final) report on priority solutions.	2017 - Q4	
		Review budget forecast implications including basement flooding risk reduction.	2017 - Q1	
		Coordinate recommended budget forecast changes between overflow reduction and basement flooding reduction programs.	2017 - Q2	
		Co-ordinate and implement both programs annually.	Ongoing	✓
	Weeping Tile Disconnections Program (EES)	Create a list of possible neighbourhoods that could benefit from this 100% City paid program that has work on both public and private property.	2016 - Q3	
		Engage the neighbourhoods with the Ward Councillor to determine which one has enough interest and support to proceed.	2016 - Q4	

3. Strong and healthy environment

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Design and build the neighbourhood home plumbing changes.	2017 - Q4	
		Evaluate performance of the investment by monitoring sewer flows during rainstorms.	2018 - Q4	

4. Beautiful places and spaces

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Invest in public spaces to be gathering places for more compact neighbourhoods.	The London Plan (City Design) – draft (<i>Planning</i>)	Prepare second draft of London Plan and release recommended City Design policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓
			London's Downtown Plan (<i>Planning</i>)	Build Transformational project #1 in this Plan. "Dundas Place", Wellington and the Forks of the Thames.
	Civic Spaces Program (<i>Planning</i>)	Request proposals for the design of Heritage Square in the Old Victoria Hospital Lands.	2017 - Q2	
		Construct Heritage Square.	2018 - Q2	
B) Support more public art and continue maintaining what we own.	Public Art Strategy (<i>CMO/Planning</i>)	Secure a contract with the Jet Aircraft Museum to store the Guy Lombardo Tempo 7 Hydroplane at their facility.	2015 - Q4	✓
		Identify with Facilities public art to be refurbished and conserved by a specialized Public Art Conservator for 2016.	2016 - Q1	✓

4. Beautiful places and spaces

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Seek additional investment in public art maintenance fund through multi-year budget process.	2016 - Q1	✓
		Update Public Art Policy and Strategy to formalize the process of Bonus Zoning for Height and Density Incentives for Public Art on Private Development.	2016 - Q4	
		Commission and purchase Public Art and Monuments for Canada's 150th Anniversary such as: the LAV III and the Terry Fox Artwork.	2017 - Q2	
		Commission public art for the City of London such as: 505 Talbot Street Development, South West and South East Multi-Purpose Recreation Facilities, Truth and Reconciliation Monument, a Public Art Colouring Book and various Public Art Mural initiatives.	2019 - Q4	
	The London Plan (City Design and Culturally Rich & Diverse City) – draft <i>(Planning)</i>	Prepare second draft of London Plan and release recommended City Design and Culturally Rich & Diverse City policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	

4. Beautiful places and spaces

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓
C) Create a more attractive city through urban design.	The London Plan (City Design) – draft (<i>Planning</i>)	Prepare second draft of London Plan and release recommended City Design policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓
			City Wide Urban Design Manual (<i>Planning</i>)	Complete draft of manual.
	Complete public engagement/consultation.	2015 - Q2		✓
	Complete final document.	2016 - Q3		
	Urban Design Peer Review Panel (<i>Planning</i>)	Review planning and development applications through the Urban Design Peer Review Panel.	Ongoing	✓

4. Beautiful places and spaces

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	Urban Design Program (Planning)	Engage stakeholders within the development community, planning, architectural and landscape architectural communities.	2016 - Q3	
		Complete program review.	2017 - Q2	
D) Invest in parks and recreation facilities and amenities.	Parks and Recreation Strategic Master Plan 2009 - update (P&R / NCFS)	Maintain and upgrade existing recreational parks and facilities through Annual Life cycle maintenance.	Ongoing	✓
		Start construction of the South West Community Centre.	2016 - Q2	
		Open South West Community Centre Building.	2018 - Q3	
		Select architects for the East Community Centre.	2016 - Q1	✓
		Engage the public on the East Community Centre.	2016 - Q4	
		Complete final design of the East Community Centre.	2017 - Q1	
		Open the East Community Centre Building.	2018 - Q4	
		Engage the public on the Silverwoods Arena Redevelopment.	2017 - Q2	
		Redevelop the Silverwoods Arena.	2018 - Q2	
		Engage in public discussions regarding the Glen Cairn Arena Decommissioning.	2016 Q2 and Q3	
		Decommission the Glen Cairn Arena.	2018 - Q3	
		Present Interim Update on Parks and Recreation Strategic Master Plan.	2016 - Q4	
Update Parks and Recreation Strategic Master Plan.	2019 - Q4			

4. Beautiful places and spaces

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	The London Plan (Parks & Recreation) – draft (<i>Planning</i>)	Prepare second draft of London Plan and release recommended Parks & Recreation policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓
E) Invest in making London's riverfront beautiful and accessible for all Londoners.	Thames Valley Corridor Plan (<i>Planning</i>)	Evaluate and implement opportunities as resources allow to implement the Thames Valley Corridor Plan	Ongoing	✓
	London Community Foundation "Back to the River Project" (<i>Planning / EES</i>)	Launch International Design Competition.	2015 - Q2	✓
		Select Winning Entry.	2015 - Q4	✓
		Confirm initial Project to undertake.	2016 - Q2	
		Begin Environmental Assessment.	2016 - Q3	
		Complete Environmental Assessment.	2018 - Q2	
		Complete Detail Design of initial project.	2019 - Q2	

4. Beautiful places and spaces

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	The London Plan (City Design and Culturally Rich & Diverse City) – draft <i>(Planning)</i>	Prepare second draft of London Plan and release recommended City Design and Culturally Rich & Diverse City policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓

5. Responsible growth

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Finalize The London Plan.	The London Plan – draft (Planning)	Prepare second draft of London Plan and release policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓
		B) Build new transportation, water, wastewater, and storm water infrastructure as London grows.	Growth Management Implementation Strategy (EES)	Design and build the infrastructure that allows London to grow in accordance with the Growth Implementation Strategy.
Complete detailed design in conjunction with development requirements – Killaly Road Upgrades.	2016 - Q4			
Undertake construction of improvements – Killaly Road Upgrades.	2017 - Q3			
Complete detailed design in conjunction with development requirements – Bradley Avenue Extension (Wharnccliffe to Wonderland).	2017 - Q1			

5. Responsible growth

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Complete construction of improvements – Bradley Avenue Extension (Wharncliffe to Wonderland).	2017 - Q4	
	The London Plan (Civic Infrastructure) – draft (Planning)	Prepare second draft of London Plan and release recommended Civic Infrastructure policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress.	Ongoing	✓
C) Buy property for flood protection purposes.	Floodplain Acquisition Strategy (Planning) Parks and Recreation Strategic Master Plan 2009– Update (P&R / NCFS)	Evaluate and implement opportunities as resources allow.	Ongoing	✓

5. Responsible growth

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	Thames Valley Corridor Plan (<i>Planning</i>)	Evaluate and implement opportunities as resources allow to implement the Thames Valley Corridor Plan	Ongoing	✓
	The London Plan (Natural Resources) – draft (<i>Planning</i>)	Prepare second draft of London Plan and release Natural Resources policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓
D) Conserve agricultural land.	The London Plan (Food System) – draft (<i>Planning</i>)	Prepare second draft of London Plan and release Food System policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	

5. Responsible growth

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓
	London and Middlesex Food Policy Council - new (NCFS)	Participate in the development of a London and Middlesex Food Policy Council.	2016 - Q3	
		Participates as a member on the London and Middlesex Food Policy Council supporting the implementation of the community priorities.	Ongoing from 2016 - Q3 to 2019 - Q4	

6. Heritage conservation

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Protect and promote London's Thames Heritage River status.	Thames Valley Corridor Plan (Planning)	Explore possible sites for heritage interpretive signage.	2016 - Q4	
	The London Plan (City Structure and Cultural Heritage) - draft (Planning)	Prepare second draft of London Plan and release City Structure and Cultural Heritage policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓
		B) Protect and celebrate London's heritage for current and future generations.	Heritage Conservation District Plans - prepare and implement (Planning)	Adopt St. George-Grosvenor Heritage Conservation District Study.
Adopt St. George-Grosvenor Heritage Conservation District Plan.	2017 - Q4			
Adopt SOHO Heritage Conservation District Study.	2017 - Q2			
Adopt SOHO Heritage Conservation District Plan.	2018 - Q4			

6. Heritage conservation

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Review "Heritage Places" Potential Heritage Conservation District s roster.	2019	
	Municipally Owned Heritage Properties 10 Year Capital Plan (Planning)	Complete Eldon Main House works.	2017 - Q4	
		Complete Eldon Carriage House works.	2018 - Q4	
		Complete Elsie Perrin Williams Main House works.	2017 - Q4	
		Complete Elsie Perrin Williams Gate House works.	2019 - Q4	
		Complete Grosvenor Lodge Main House works.	2019 - Q4	
		Complete Flint Cottage works.	2018 - Q4	
		Complete 1 Dundas works.	2018 - Q4	
	Cultural Heritage Landscape Plans – prepare and implement (Planning)	Install interpretive signage in Western Counties Cultural Heritage Landscape Plan.	2017 - Q2	
	The London Plan (Urban Regeneration and Cultural Heritage) – draft (Planning)	Prepare second draft of London Plan and release Urban Regeneration and Cultural Heritage policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan Cultural Heritage policies and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	

6. Heritage conservation

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓

Growing our Economy

1. Diverse and resilient economy

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Work with partners to develop a community economic strategy.	Community Economic Roadmap – new (CMO)	Finalize the Roadmap.	2015 - Q4	✓
		Convene a leadership team to be responsible for overseeing implementation.	2016 - Q1	✓
		Convene action teams to lead work on each of the five priorities in the Roadmap.	2016 - Q2 (Ongoing)	✓
		Establish a mechanism for organizations to report on progress.	2016 - Q4	
		Report out annually on progress towards implementation.	2016 - Q4	
B) Buy and service industrial land to bring more jobs to London.	Industrial Land Development Strategy (EES)	Align reporting of results with Community Economic Development Roadmap.	2016 - Q1	✓
		Prepare large and small block implementation plans and update land acquisition strategy.	2016 - Q4	
		Have at least one large block “shovel ready” parcel available for sale.	2017 - Q4	
		Update land acquisition strategy based on sales performance and remaining inventory.	2018 - Q2	
		Update Industrial Land Development Strategy based on economic and financial performance.	2019 - Q2	
	Various Community Improvement Plans (Planning)	Complete Community Improvement Plan Programs Review.	2016 - Q4	

1. Diverse and resilient economy

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	The London Plan (City Structure Plan, Growth Management, and Industrial Place Type) – draft <i>(Planning)</i>	Prepare second draft of London Plan and release City Structure Plan, Growth Management, and Industrial Place Type policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan Industrial Place Type policies and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
C) Partner with the London Community Foundation on the “Back to the River Project”.	London Community Foundation’s “Back to the River Project” <i>(Planning)</i>	Launch International Design Competition.	2015 - Q2	✓
		Select Winning Entry.	2015 - Q4	✓
		Confirm initial Project to undertake.	2016 - Q2	
		Begin Environmental Assessment.	2016 - Q3	
		Complete Environmental Assessment.	2018 - Q2	
		Complete Detail Design of initial Project.	2019 - Q2	

1. Diverse and resilient economy

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	London's Downtown Plan <i>(Planning)</i>	Launch London Community Foundation "Back to the River Project".	2015 - Q2	✓
		Evaluate emerging opportunities to advance Transformational Projects #3 in this Plan which supports this strategy and implement as resources allow.	Ongoing	✓
	Thames Valley Corridor Plan <i>(Planning)</i>	Incorporate Thames Valley Corridor Plan recommendations into the design of initial "Back to the River" Project.	2015 - Q4	✓
D) Support small businesses by improving City processes.	Streamlined Approval Processes <i>(DCS / Planning)</i>	Continue to monitor processing times required to complete applications for amendments to the Zoning By-law/Official Plan.	Ongoing	✓
	Service London Business <i>(NCFS /DCS / Planning / F&CS)</i>	Develop additional Starter Guides and Consolidated Applications Packages.	2016 - Q4	
		Launch Business Hub in City Hall lobby.	2017 Q2 and Ongoing to 2019 Q4	
	Community Economic Roadmap – new <i>(CMO)</i>	Investigate the need for a business concierge program for small businesses.	2017 - Q4	
		Identify process efficiencies through a Lean Six Sigma Program.	Ongoing	✓
		Support the work of the Entrepreneurship Support Network and the Road Map partners who will explore the development of a communications strategy that promotes awareness of available support services and programs available to small business owners.	2018	

1. Diverse and resilient economy

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
E) Fund and partner with the London Economic Development Corporation, Tourism London, London Convention Centre, and other community and regional partners to increase economic activity in London.	Community Economic Roadmap – new (CMO)	Partner with the London Economic Development Corporation and Downtown London to establish a pilot Fibre Optic Connection Grant Program.	2015 - 2017	✓
		Partner with Tourism London and the London Arts Council to assist with the implementation of the Music Strategy.	Ongoing	✓
		Work with the Economic Partnership Advisory Panel to develop and deliver a community wide Economic Road Map Summit.	2016 - Q4	
		Engage all municipally funded economic development and community development organizations in an annual information exchange as it relates to the key goals or initiatives being pursued in the upcoming fiscal year and the progress they are making against their strategic plans and objectives of the Community Economic Road Map where applicable.	2016 - Q4	
		Explore new partnership opportunities with municipally funded economic development and community development organizations.	Ongoing	✓
F) Promote culture as a key part of economic growth and quality of life.	Cultural Prosperity Plan (CMO)	Provide a written submission approved by Council based on London's Cultural Prosperity Plan to the Ministry of Tourism, Culture and Sport (MTCS) to be received as input for the Ontario Cultural Strategy Consultation.	2015 - Q4	✓

1. Diverse and resilient economy

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		<p>Establish Culture/Entertainment Districts and their purpose and potential locations in the City of London. A Study Terms of Reference was approved by Council in October 2015 and Phase 1 report on the study of regulatory matters that optimize the staging of events was provided in March 2016. Strategy will be reported on after Canadian Country Music Week has taken place in London in September and has been evaluated.</p>	2016 - Q4	
		<p>Continue to support the London Artist in Residence (LAIR) program of the London Arts Council, which funds London-based artists to work in classrooms to collaboratively develop and deliver in-depth, integrated arts-infused projects with teachers in the Thames Valley District and London District Catholic School Boards.</p>	2019 - Q4	
		<p>Expand existing investment mechanisms for Culture. Community Arts Investment Program funding has been directed to accomplish specific outcomes of: a development acceleration stream of 6 arts organizations, orchestral music, poet laureate, and London Arts Live displays of culture by individual artists. The Grand Theatre receives multi-year granting as a primary economic generator for culture in London.</p>	2016 - Q4	

1. Diverse and resilient economy

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Place Cultural Profile Mapping currently on the City's GIS onto City Map. Link the City Map to the Community Culture Website and receive crowd source data back from this Culture Website and other sources on an ongoing basis to maintain currency. Access to data mapping analysis tools related to cultural mapping and include London Public Library mapping with culture mapping.	2016 - Q4	
		Review the ongoing activities, track and report on the progress of the Cultural Prosperity Plan. This will require the receipt of annual reports from funded cultural organizations.	2017 - Q3	
		Participate on the Action Team of An Exceptional Downtown and Vibrant Urban Environment Priority of the Community Economic Roadmap. Tie this work back to the implementation of the Cultural Prosperity Plan.	2019 - Q4	
	London Music Strategy (CMO)	Recognize the London Music Strategy as a key part of the implementation of London's Cultural Prosperity Plan.	2019 - Q4	✓
		Recruit the London Music Industry Development Officer and establish the governance steering committee with the lead partners of: Tourism London, the London Arts Council and the City of London Culture Office.	2015 -Q4	✓

1. Diverse and resilient economy

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Develop the London Music Strategy Implementation Plan.	2016 - Q1 (Ongoing)	✓
		Establish music industry engagement mechanisms including music task forces, the London Music Committee and community education and networking opportunities.	2016 - Q2	
		Initiate the development of a music sector inventory of existing assets in the London community which can be connected to the City's GIS.	2016 - Q3	
		Assist Tourism London with the implementation of the Canadian Country Music Week and Awards September 8 - 11 2016.	2016 - Q3	
		Establish ongoing music programming opportunities for local talent to be part of Canada 150 Celebration in 2017.	2017 – Q4	
		Partner with the London Youth Advisory Council (LYAC) to establish an ongoing Youth Music Engagement Program.	2017 - Q2	
		Evaluate the potential of an ongoing position for the London Music Development Officer.	2017 - Q4	
	The London Plan (Culturally Rich & Diverse City) – draft (Planning)	Prepare second draft of London Plan and release Culturally Rich & Diverse City policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	

1. Diverse and resilient economy

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓

2. Urban regeneration

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Invest in London's downtown as the heart of our city.	London's Downtown Plan (Planning)	Adopt London's Downtown Plan.	2015 - Q2	✓
		Implement Medium & Small Scale Projects.	2019 - Q4	
	Dundas Flexible Street (EES / Planning)	Complete Scoping Study.	2015 - Q4	✓
		Undertake Environmental Assessment to determine infrastructure requirements.	2016 - Q4	
		Complete detailed design.	2017 - Q4	
		Undertake phased construction of improvements.	2019 - Q4	
	Dundas Place Scoping Study (Planning)	Complete Scoping Study.	2015 - Q4	✓
	Forks of the Thames Re-development (EES / Planning)	Launch London Community Foundation "Back to the River Project".	2015 - Q2	✓
	London Community Foundation's "Back to the River Project" (EES / Planning)	Launch International Design Competition.	2015 - Q2	✓
		Select Winning Entry.	2015 - Q4	✓
		Confirm initial Project to undertake.	2016 - Q2	
		Begin Environmental Assessment.	2016 - Q3	
		Complete Environmental Assessment.	2018 - Q2	
		Complete Detail Design of initial Project.	2019 - Q2	
	Alleyway Program (Planning)	Adopt Terms of Reference for Alleyway Program.	2019 - Q1	

2. Urban regeneration

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	Various infrastructure upgrades (EES / Planning)	Award Core Area Servicing Studies that will determine the type and cost of municipal service improvements to support more people and businesses downtown in the future.	2016- Q2	✓
		Develop preliminary project lists based on 2014 information.	2017 - Q1	
		Integrate downtown servicing costs and schedules into Development Charges Master Plans.	2018 - Q4	
		Complete Development Charges Background Study and rates to ensure that growth pays for growth.	2019 - Q3	
	Downtown management organization – new (Planning)	Adopt Terms of Reference for an appropriate management entity for Dundas Place.	2017 - Q4	
B) Create new partnerships to build, and support the building of, new affordable housing.	Housing Development Corporation Strategy (HSSDH)	Establish the Housing Development Corporation, London.	2015 - Q4	✓
		Establish the governance structure, policies, and Board recruitment for citizen board over Housing Development Corporation.	2016 - Q2	
		Establish a new procurement and application process for development ventures, partnerships, and new projects in affordable housing.	2016 - Q2	
		Continue Housing Development Corporation operations in housing development.	2017 - Q1	

2. Urban regeneration

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	Regenerating Public Housing Plan (HSSDH)	Establish formal partnership team for regeneration of public housing (City, London Middlesex Housing Corporation, and Housing Development Corporation) with proposals for key elements of regeneration plan.	2017 - Q3	
		Secure contract for tenant support strategy to facilitate tenant engagement in regeneration and mitigate impacts to residents.	2018 - Q2	
		Secure contract for regeneration related project development: 1. Overall Strategic Plan and 2. Site specific regeneration plan for initial priority sites.	2018 - Q3	
		Initiate redevelopment activities. These will be subject to plans at priority sites with land studies, building plans, and related budget requirements.	2019 - Q2	
C) Use community improvement plans to coordinate City and private investment to meet both local and city-wide priorities.	Various Community Improvement Plans (Planning)	Start Hamilton Road Area Community Improvement Plan.	2016 - Q2	
		Start Lambeth Community Improvement Plan.	2016 - Q2	
		Complete Community Improvement Plan Programs Review.	2016 - Q4	
	The London Plan (Urban Regeneration) – draft (Planning)	Prepare second draft of London Plan and release Urban Regeneration policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
	Various Community Improvement Plans	Start Hamilton Road Area Community Improvement Plan.	2016 - Q2	

2. Urban regeneration

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
D) Invest more in heritage restoration, brownfield remediation, urban regeneration, and community improvement projects.	<i>(Planning)</i>	Complete Hamilton Road Area Community Improvement Plan.	2017 - Q4	
		Start Lambeth Community Improvement Plan.	2016 - Q2	
		Complete Lambeth Community Improvement Plan.	2017 - Q4	
		Complete Community Improvement Plan Programs Review.	2016 - Q4	
	The London Plan (Urban Regeneration) – draft <i>(Planning)</i>	Prepare second draft of London Plan and release policies for comments, noting these policies were incorporated throughout the second draft of the Plan rather than in a separate Urban Regeneration chapter. Undertake second round of public engagement seeking comments.	2015 - Q2	✓

3. Local, regional and global innovation

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Use new and emerging technology to improve quality of life and grow London's economy.	Smart Cities Strategy (F&CS / Planning)	Form internal City of London working group with representation from departments who will be participating.	2015 - Q3	✓
		Develop City of London internal working group to develop and distribute Request for Qualifications (RFQUAL).	2016 - Q1	✓
		Select and notify qualified respondents from RFQUAL process for Request for Proposals short-list.	2016 - Q2	
		Develop and disseminate Request for Proposals to successful vendors from RFQUAL process.	2016 - Q3	
		Evaluate, select and notify successful proponent from Request for Proposals process.	2016 - Q4	
		Work with successful vendor on the development and completion of implementation plan for Smart Cities Strategy.	2017 - Q2	
		Develop Business Case for consideration by Council for funding of implementation plan.	2017 - Q4	
		Form City of London working group with representation from various internal departments and external agencies (London Hydro, London Economic Development Corporation and Larg*net).	2015 - Q3	✓
		Select proponent to undertake preparation of strategy.	2016 - Q2	
		Complete public engagement for the preparation of the strategy.	2016 - Q3	

3. Local, regional and global innovation

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Complete Smart Cities Strategy.	2017 - Q2	
		Develop business case for consideration by Council for funding and implementation of strategy.	2017 - Q4	
	Fibre Optic – Last Mile Program (F&CS / Planning)	Report on mid-point status of 2-year pilot program.	2016 - Q2	
	The London Plan (Smart City) – draft	Prepare second draft of London Plan and release Smart City policies for comments. Undertake second round of public engagement seeking comments.	2015 - Q2	✓
		Release final London Plan and hold public meeting at Planning Committee.	2016 - Q2	
		Target approval of the London Plan by Province.	2016 - Q4	
		Target unappealed portions of the London Plan in force and effect.	2017 - Q2	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.	2017 - Q2	
		Target appeals to the London Plan resolved/Ontario Municipal Board decision.	2018 - Q2	
		Implement monitoring program bi-annually to evaluate progress on London plan policies.	Ongoing	✓
		Municipal best practices (CMO)	Review how other municipalities use technology to report on Strategic Planning and Performance Measurements.	2015 - Q4

3. Local, regional and global innovation

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Participate in Municipal Groups such as Ontario Municipal Benchmarking Initiative, the Association of Municipalities of Ontario, and the Federation of Canadian Municipalities.	2015 - 2019 Ongoing	✓
		Include investigating municipal best practices for use of new and emerging technology in Senior Leadership Team Performance Plans.	2015 - 2019 Ongoing	✓
		Review new and emerging technology with the Senior Leadership Team annually.	2015 - 2019 Ongoing	✓
B) Lead the development of new ways to resource recovery, energy recovery, and utility and resource optimization with our local and regional partners to keep our operating costs low and assist businesses with commercialization to help grow London's economy.	Partnerships with Budweiser Gardens, Covent Garden Market, and London Hydro (CMO)	<i>To be reported in the Fall of 2016.</i>		
	Community Energy Action Plan (EES)	Provide annual updates on the Community Energy Action Plan which was approved by Council with 60 Actions between 2014 and 2018; 40 actions (2014 to 2015) and 16 actions (2016 to 2018).	2015 - 2018 Ongoing	✓
	London Waste to Resources Innovation Centre (EES)	Phase 1: Approve Concept of London Waste to Resources Innovation Centre.	2015 - Q1	✓
		Phase 2: Update on the Concept of London Waste to Resources Innovation Centre project.	2016 - Q2	

3. Local, regional and global innovation

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Phase 3: Undertake stakeholder engagement and prepare a Draft Business Case for a Centre including implementation scope, framework, costs, and risks.	2017 - Q1	
		Phase 3: Submit to Committee/Council.	2017 - Q1	
		Phase 4: Implement approved strategy.	2017 - Q1	
	International Water Centre of Excellence (EES)	Engage partners in a discussion on expanding research opportunities beyond the Greenway Water Demonstration Facility.	2016 – Q2	
		Prepare modifications to the Business and Operating Plan for consideration by the Municipal Council.	2017 – Q2	
		Prepare Corporate By-law changes to constitute the new Business Plan.	2017 – Q4	

4. Strategic, collaborative partnerships

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Work better together for economic growth: Western Fair District, London Economic Development Corporation, London Hydro, London International Airport, Tourism London, London Convention Centre, Covent Garden Market, London Chamber of Commerce, Business Improvement Areas, and other key stakeholders.	Community Economic Roadmap - new (CMO)	Work in collaboration with our community partners to develop London's Community Economic Roadmap.	2015 - Q4	✓
		Work with area municipalities to define opportunities to collaborate around regionally significant economic development initiatives that advance the competitiveness of London and Area.	Ongoing	✓
		Explore partnership opportunities with various community stakeholders and organizations.	Ongoing	✓
	Various Community Improvement Plans (Planning)	Complete Community Improvement Plan Programs Review.	2016 - Q4	
	Western Fair District Strategic Plan 2011-2018 (CMO)	<i>To be reported in the Fall of 2016.</i>		
	Western Fair / City 4pad Joint Venture and Queen's Park Master Plan (CMO)	<i>To be reported in the Fall of 2016.</i>		

4. Strategic, collaborative partnerships

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
B) Work with our municipal neighbours to create stronger industry clusters and raise our international profile and attractiveness.	London Economic Development Corporation's Industry Focus Areas: <ul style="list-style-type: none"> o Food Processing o Life Sciences o Manufacturing o Digital Creative (CMO) 	<i>To be reported in the Fall of 2016.</i>		
C) Partner to develop strategic economic opportunities and research and development with the education sector including universities (Western, Brescia, Kings, Huron) and Fanshawe College.	Community Economic Roadmap - new (CMO)	Explore partnership opportunities with the Education Sector.	Ongoing	✓
		Act in a supporting role to the Entrepreneurship Support Network who will facilitate and connect the network of sector-based incubation and entrepreneurial development resources across the city.	2017 Ongoing	
		Engage senior levels of leadership at Western University, Fanshawe Collage, and London Health Sciences to set the vision for entrepreneurship and innovation in London.	2018 Ongoing	
		Support the work of the London Medical Network.	Ongoing	✓
D) Work with key partners to support the health and medical sectors.	London Medical Innovation and Commercialization Network (CMO)	Support the Implementation of the London Medical Network Strategic Plan.	Ongoing	✓
		Develop an Action Team that will be tasked with implementing a "national centre of excellence for medical innovation and commercialization", (Economic Priority of the Roadmap).	2016 - Q1	✓

4. Strategic, collaborative partnerships

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Support the work of the London Medical Network who will work with our institutional partners to promote partnership opportunities between WORLDiscoveries, TechAlliance, London Economic Development Corporation, and local Angel Networks that support entrepreneurs, start-ups and existing businesses.	Ongoing	✓
		Support the work of the London Medical Network who will identify new opportunities for strategic partnering with other organizations and institutions that focus on key priority areas that support collaboration and networking.	Ongoing	✓

5. Diverse employment opportunities

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Improve workforce recruitment, development, and retention by working with local and regional partners.	London Economic Development Corporation Workforce Development (CMO)	<i>To be reported in the Fall of 2016.</i>		
B) Improve delivery and coordination of employment services through partnerships with community organizations, funders, and employers.	Ontario Works Service Plan (HSSDH)	Implement activities identified through Community Employment Assistance Strategic Advisory Group.	Ongoing	✓
		Develop & utilize partnership between Employment & Training sector and City's Transportation Demand to work collaboratively with employers to address transportation issues in areas not served by London Transit Commission.	Ongoing	✓
		Review Ontario Works Employment Assistance Framework & develop next Request for Proposals for service delivery.	2017 - Q3	
		Coordinate with lead community partners for broadened implementation and enhanced coordination of Bridges- Circles.	2016 - Q4	
	Community Economic Roadmap - new (CMO)	Convene an action team related to workforce recruitment and development.	2016 - Q2	✓
		Review the objectives established in the Roadmap related to workforce development.	2016 - Q2	✓
		Review ongoing activities and programs related to workforce development.	2016 - Q3	
		Identify gaps related to workforce development and identify partners willing to take lead on each item.	2016 - Q3	

5. Diverse employment opportunities

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Report on progress on workforce development annually, as part of the annual Road Map progress report.	2016 - Q4	
C) Remove barriers to employment through the expansion of the City of London Internship Program.	City of London Internship Program (to include foreign trained professionals) (HR&CS)	Expand existing City of London Internship Program to include program specifically targeting Foreign Trained Professionals.	2016 - Q4	
D) Attract and retain newcomers, including international students, foreign trained professionals, and multi-generational immigrants to strengthen London's workforce.	Immigration Strategy – new (HSSDH)	Research and develop approach to immigration strategy.	2016 - Q3	
		Hold Internal and Community Consultations to determine objectives and goals of immigration strategy.	2017 - Q2	
		Obtain plan endorsement from Council and community.	2017 - Q3	
		Develop Implementation plan including mechanisms for engagement.	2017 - Q4	
		Provide an update to key stakeholders and Council.	2018 - Q1	
		Evaluate progress of strategy and implementation plan.	2019 - Q3	
	London Middlesex Local Immigration Partnership (HSSDH)	Implement actions identified in <i>Immigrants & the Labour Market: A London Perspective</i> ".	Ongoing	✓
E) Attract and retain young talent.	Community Economic Roadmap - new (CMO)	Discuss and explore how to strengthen the attraction and retention of youth with London Economic Development Corporation and other community partners.	Ongoing	✓
		Discuss and explore how to strengthen the attraction and retention of youth with the education institutions.	Ongoing	✓

5. Diverse employment opportunities

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Support the efforts of local and regional agencies working to promote skilled trades and technology related careers to youth.	Ongoing	✓
		Support the London Economic Development Corporation and the Roadmap partners who will work on strengthening London's local workforce retention and attraction strategy targeting those occupations that will support employer needs, now and in the future.	2018 Ongoing	
		Support the creation of a provincially driven local employment planning council to inventory local skills capacity against employer needs.	2018 Ongoing	

Leading in Public Service

1. Open, accountable and responsive government

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Make community engagement a priority. Make the public a partner who has access to our information and helps make decisions with Council.	Community Engagement Policy – social media, online surveys, open data, videos, e-newsletters, working with local media, utilize ethnic newspapers (CMO)	Establish open data working group.	2016 - Q1	✓
		Update current open data sets.	2016 – Q4	
		Create open data guidelines and evaluation criteria.	2016 - Q4	
		Review current social media usage.	2016 - Q4	
		Recommend social media optimization.	2017	
		Review/monitor/evaluate social media (ongoing).	2018	
		Review/monitor/evaluate social media (ongoing).	2019	
		Enhance live access to Council, Committee and Advisory meetings via mobile streaming app and live YouTube channel.	2016 - Q2	
		Promote engagement toolkit.	2017	
		Facilitate use of toolkit.	2018	
		Continue to monitor and track.	Ongoing	✓
		Increase informational videos posted on www.london.ca and YouTube.	2017	
		Explore City Hall news bureau opportunities.	2017	
		Explore opportunities to utilize ethnic newspapers.	2017	

1. Open, accountable and responsive government

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Explore centralized online surveys.	2017	
		Increase subscribership to Our City e-newsletter.	2017	
	Communications Protocol (CMO)	Review protocol and usage practices.	2016 - Q4	
		Increase awareness of protocol.	2017	
		Monitor protocol.	Ongoing	✓
		Evaluate protocol.	2019	
	Establish Public Engagement as an area of focus – new (CMO)	Recruit Manager of Public Engagement.	2015 - Q4	✓
		Hire Manager of Public Engagement.	2016 - Q1	✓
		Review current policies and procedures.	2016 - Q4	
		Determine and implement required updates.	2017	
		Continue to monitor and track progress annually.	2018 - 2019	
	Work with community groups (CMO)	Review Canada's London website - 11 community partners.	2016 - Q2	
		Investigate youth engagement potential.	2016 - Q4	
		Investigate options for comments/ feedback channels.	2017	
	Explore Citizen Experience function - new (CMO)	Investigate TVs/kiosks in London Public Library branches.	2016 - Q4	
		Support Service London initiatives.	Ongoing	✓
B) Implement Plain Language writing in all City	Plain Language Policy - new (CMO)	Develop plain language guidelines.	2015 - Q4	✓
		Investigate training options.	2016 - Q4	

1. Open, accountable and responsive government

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
documents, reports, agendas, websites, signs, and notifications.		Implement guidelines.	2017	
		Evaluate/monitor guidelines.	2018	
		Review guidelines.	2019	
C) Improve the City of London website so people can find what they want, when they want it, and how they want it.	Mobile Friendly Website (CMO)	Work with Information Technology Services to refresh site design.	2015 - Q4	✓
		Develop new image tool/train web authors.	2016 - Q2	
		Roll out new mobile friendly site.	2016 - Q3	
		Enhance web author training/website.	2017	
		Evaluate site needs.	2017	
		Monitor/track for ongoing improvements.	2018 - 2019	
	Multiple Language Availability (CMO)	Test options.	2015	✓
		Provide multiple language options on new mobile website.	2016 - Q3	
		Monitor and track on an ongoing basis.	2017 - 2019	
	Citizen Dashboard (CMO)	Issue a Request for Proposals for a cloud-based strategy monitoring and reporting tool including a public facing dashboard feature.	2016 - Q3	
		Award proponent, train users, and input data related to Strategic Plan progress.	2016 - Q3	
		Release Progress Report in the form of a dashboard.	2016 - Q4	
		Evaluate Strategy Monitoring and Reporting tool.	2017 - Q2	
		Report on progress towards the Strategic Plan semi-annually.	2016 - 2019 (Ongoing)	✓
	Strategic Funding Framework – revised	Develop and launch modernized London Community Grants Program.	2016 - Q1	✓

1. Open, accountable and responsive government

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
D) Update the City's granting policy and process to non-profit organizations.	(NCFS)	Establish Community Review Panel to review and make decisions on both the multi-year (2017 to 2019) and annual (2017) granting streams.	2016 - Q3	
		Allocate both multi-year and annual grants to all successful organizations.	2017 Q1 (Multiyear) 2017, 2018, 2019 Q1 (Annual)	
		Launch London Community Grants Program annual granting stream: Innovation and Capital.	2018, 2019 Q2	
		Launch London Community Grants Program multi-year granting stream for 2020 to 2023.	2019 Q1	
E) Explore opportunities for electoral reform.	Explore moving to a ranked ballot voting system, signage, polling, campaign finance, and donor rebates (L&CS)	Review potential changes to the Municipal Elections Act.	2016	
		Prepare for 2018 election.	2015 - 2018	
		Report on legislative changes and recommendations.	2016 - Q3	
		Enhance public engagement and communication leading up to the 2018 election.	2016 - 2018	

2. Innovative and supportive organizational practices

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Operate as a values based organization.	Corporate Values and Behaviours – all actions are based on respect, integrity, trust, pride, and standing together (HR&CS)	Develop a Values Integration Plan.	2017 - Q4	
		Train employees.	2018 - Q2	
		Implement Values Integration Plan.	2018 - Q4	
B) Use innovative and best practices in all organizational and management activities.	Recruitment, retention, and succession (HR&CS)	Review and update Onboarding Program.	2017 - Q3	
		Develop a Recruitment Outreach Strategy.	2017 - Q3	
		Complete the final phase of the centralization of recruitment.	2017 - Q4	
	Learning and development (HR&CS)	Implement a Learning Management System.	2016 - Q3	
	Recognition (HR&CS)	Review and update Bravo Program.	2017 - Q4	
	Project management (HR&CS)	Develop Project Management Program.	2017 - Q4	
	Health and safety (HR&CS)	Review and update Corporate Health and Safety Management System Report.	2017 - Q3	
		Implement requirements to meet recognized Occupational Health and Safety Management System Standard.	2019 - Q4	
	Employee engagement and communication (HR&CS)	Launch a revised Team London.	2016 - Q2	
		Conduct a workforce census.	2016 - Q3	

2. Innovative and supportive organizational practices

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	Workplace Diversity and Inclusion (HR&CS)	Develop a multi-year recruitment outreach plan.	2017 - Q1	
		Develop and implement inter-cultural competency training for employees.	2017 - Q2	
		Create a Workplace Diversity and Inclusion resource area in the new City Hub.	2016 - Q4	
		Review and update employment outreach materials.	2017 - Q2	
	Employee wellness (HR&CS)	Develop a proactive Workplace Health Strategy.	2016 - Q4	
		Implement proactive Workplace Health Strategy.	2018 - Q4	
	Employee innovation programs (HR&CS)	Review and update "My Idea" Program.	2018 - Q1	
	Employee transportation (HR&CS)	Research and review options to encourage alternative forms of transportation for employees to and from work and during work hours.	2019 - Q3	
C) Enhance corporate and community safety by preparing for and responding to security risks and emergency events.	Corporate Security Strategic Plan – revised (HR&CS)	Review and update Corporate Security Strategic Plan.	2016 - Q4	
		Review, update and monitor Strategic Plan.	2017 - Q4	
		Review, update and monitor Strategic Plan.	2018 - Q4	
		Review, update and monitor Strategic Plan.	2019 - Q4	
		Develop Emergency Management Strategic Plan.	2016 - Q4	

2. Innovative and supportive organizational practices

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	Emergency Management Strategic Plan (HR&CS)	Review, update and monitor Strategic Plan.	2017 - Q4	
		Review, update and monitor Strategic Plan.	2018 - Q4	
		Review, update and monitor Strategic Plan.	2019 - Q4	
	City of London Corporate Emergency Response and Business Continuity Program (HR&CS)	Develop Business Continuity Program.	2018 - Q4	
		Implement Business Continuity Program.	2019 - Q4	

3. Proactive financial management

What are we doing?	How are we doing it?	Milestones	Target Date	complete
A) Make sure that finances are well-planned to keep costs as low as possible and look to limit the burden on current and future rate payers.	<p>Strategic Financial Plan:</p> <ul style="list-style-type: none"> • Strategic Plan for the City of London 2015-2019 • Multi-year budget development and approval • Alignment of resources with strategy • Align tax policy with strategy • Measure the results • Proactive system audits (reduce water and sewer billing losses) • Ethical and sustainable procurement <p>Explore new revenue streams:</p> <ul style="list-style-type: none"> • Review of competitive tax rates • Non tax sources • Other levels of government • Social financing 	Get approval and endorsement for a new multi-year budget approval process from Council and SLT respectively.	2015 - Q1	✓
		Obtain a budget target from City Council for the development of the multi-year budget.	2015 - Q2	✓
		Develop the City of London's first ever multi-year budget process and have approved by City Council.	2016 - Q1	✓
		Provide business cases throughout the budget process for any new projects that require new/additional funding and align with Council's Strategic Plan.	2016 - Q1	✓
		Create engagement opportunities for members of the public to provide input into the City of London's first multi-year budget.	2016 - Q1	✓
		Complete annual tax policy (within legislated time frame) based on Council decisions made during the multi-year budget process.	2016 - Q1	✓
		Evaluate multi-year budget process and offer recommendations to be included in the next iteration - 2020-2024.	2016 - Q2	
		Develop and seek endorsement of multi-year budget annual update process to be compliant with legislated requirements around annual tax policy.	2016 - Q3	
		Seek Council approval annually on Multi-Year Budget update and refine allocations where required.	2016 - 2019	✓
		Solid Waste Phase 1: Prepare review framework, options and obtain approval.	2017 - Q4	

3. Proactive financial management

What are we doing?	How are we doing it?	Milestones	Target Date	complete
	<ul style="list-style-type: none"> • Municipal holding company 	Solid Waste Phase 2: Implement approved work plan.	2018 - Q1	
	Undertake operating and financing reviews to examine other means of financing for: <ul style="list-style-type: none"> • Transportation • Solid Waste (F&CS) 	Solid Waste Phase 3: Report Findings to Committee/Council.	2018 - Q3	
	Strategic Financial Plan: <ul style="list-style-type: none"> • Review Council approved financial policies • Require business cases before adding new services or projects and before dropping services • Ongoing service reviews • Long-term investment strategy • Debt management strategy • Continue to implement pay as you go approach to funding Life Cycle 	Review and update all Council approved financial policies to better reflect our current environment and municipal financial best practices.	2016 - Q4	
		Implement an on-going service review process that will identify efficiencies and find permanent savings that match Council's approved target.	2016 - 2019	✓
		Maintain the City of London's debt cap throughout the implementation of the multi-year budget (2016-2019).	2016 - 2019	✓
		Develop plan to improve the City of London's short and long-term investment strategy to obtain better returns on investments then current position.	2019 - Q4	
		Continue to implement pay as you go financing for Capital Lifecycle Renewal (LCR) which decreases the City of London's dependence on debt for Lifecycle Renewal (LCR).	2016 - 2019	✓

3. Proactive financial management

What are we doing?	How are we doing it?	Milestones	Target Date	complete
	Renewal capital projects • Reserve fund strategy • Focus on financial sustainability, operational flexibility, effectiveness, and efficiencies in contract negotiations and renewals <i>(F&CS / HR&CS)</i>	Review and update all Council approved financial policies to better reflect our current environment and municipal financial best practices.	2016 - Q4	
		Contract Negotiations.	Ongoing	✓
B) Make sure that financial issues are not created and pushed to the future, creating problems for future generations.	Strategic Financial Plan	Review and update all Council approved financial policies to better reflect our current environment and municipal financial best practices.	2016 - Q4	
		Implement an on-going service review process that will identify efficiencies and find permanent savings that match Council's approved target.	2016 - 2019	✓
		Maintain the City of London's debt cap throughout the implementation of the multi-year budget (2016-2019).	2016 - 2019	✓
		Develop a plan to improve the City of London's short and long-term investment strategy to obtain better returns on investments than current position.	2019 - Q4	
		Continue to implement pay as you go financing for Capital Lifecycle Renewal (LCR) which decreases the City of London's dependence on debt for Lifecycle Renewal (LCR).	2016 – 2019	✓

3. Proactive financial management

What are we doing?	How are we doing it?	Milestones	Target Date	complete
C) Create, explore, and implement new technologies or technology improvements to assist in the management of: <ul style="list-style-type: none"> • Corporate assets • Financial and reporting systems • Billing systems 	<ul style="list-style-type: none"> • Enhance technical capabilities for infrastructure services (water, wastewater, and transportation) • Computerized Maintenance Management System Implementation Strategy 	Design and build interfaces with existing City of London Systems for the new computerized maintenance system.	2017 - Q1	
		Implement computerized maintenance practices for Water, Sanitary, Stormwater, Forestry service areas.	2018 - Q1	
		Implement computerized maintenance practices for Roads.	2018 - Q4	
		Implement computerized maintenance practices for Solid Waste, Parks Operations.	2019 - Q3	

4. Collaborative, engaged leadership

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Continue to build strong working relationships between City Council, Civic Administration, the City's agencies, boards and commissions, and community partners.	Strategic Plan for the City of London 2015-2019 (CMO)	Engage agencies, boards, and commissions in Council's 2015-19 Strategic Plan Development.	2015	✓
		Engage agencies, boards and commissions in reporting progress towards Council's Strategic Plan annually.	2016 - 2019 (Ongoing)	✓
		Report to Strategic Priorities and Policy Committee on the alignment of the Strategic Plan for the City of London and the Strategic Plans of local agencies, boards and commissions.	2016 - Q2	✓
	Performance Plans (CMO)	Include strengthening relationships with agencies, boards and commissions in Senior Leadership Team Performance Plans.	2015 - 2019 (Ongoing)	✓
		Review strategy with Senior Leadership Team annually.	2015 - 2019 (Ongoing)	✓
	Foster collaboration and innovation through a variety of mechanisms (CMO)	Develop Council's 2015-19 Strategic Plan.	2015	✓
		Develop Council's Strategic Plan	2019	
		Engage and work with agencies, boards and commissions in the 2016 - 19 multi-year budget development process.	2016 - Q1	✓
		Engage agencies, boards and commissions in the annual Budget Update Process.	2016 - 2019 (Ongoing)	✓
		Invite agencies, boards and commissions as well as community partners to Standing Committee meetings.	2016 - Q3	
		Collaborate with agencies, boards and commissions as well as community partners at the Civic Leaders Event.	2016 - Q4	

4. Collaborative, engaged leadership

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Evaluate Communication Framework.	2017 - Q1	
B) Maximize openness and transparency in Council decision making.	Public Notice Policy (CMO / All)	Implement Public Notice Policy (legislative requirement).	2015 - 2019 (Ongoing)	✓
	Accountability and Transparency Policy (CMO / All)	Implement Accountability and Transparency Policy (legislative requirement).	2015 - 2019 (Ongoing)	✓
	Council Procedure By-law (CMO)	Implement Council Procedure By-law.	2015 - 2019 (Ongoing)	✓
		Review Council Procedure By-law including public participation meeting.	2016 - Q2	
	Civic Administration By-law (HR&CS)	Review and update Civic Administrative By-Law.	2018 - Q1	
	Audit Processes (CMO / HR&CS / F&CS)	Explore and implement the ability to live stream Audit Committee via Sire platform.	2015 - Q2	✓
		Develop and issue Request for Proposals to obtain and solidify internal and external auditing services for 2017-2022.	2016 - Q2	
		Award contract to successful proponent.	2016 - Q2	
		Continue to release audited financial statements in June of each year to Council and members of the public.	2015 - 2019	✓
	Citizen Engagement (CMO / All)	Enhance live access to Council, Committee and Advisory meetings via mobile streaming app and live YouTube channel.	2016 - Q2	
		Promote engagement toolkit.	2017	
		Help inform decision making through the Annual Citizen Satisfaction Survey.	2015 – 2018	✓

4. Collaborative, engaged leadership

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Improve the mail-out notices related to applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings.	2016 - Q4	
		Expand the notification radius for notices related to applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings.	2016 - Q4	
		Notify tenants by mail of applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings.	2016 - Q4	
		Improve the "Possible Land Use Change" signs by creating unique signage that is custom-made for each application for Zoning By-law/Official Plan amendments - Develop sign template / meet with sign manufacturers / develop protocols for requesting site-specific signage.	2016 - Q4	
		Create individual web page for each application for Zoning By-law/Official Plan amendments - ITS Project Request submitted.	2016 - Q4	
		Prepare a report that speaks to the use of Social Media as a means of engaging the community in response to planning applications - Information Report presented to Council.	2015 - Q1	✓
		Use of Social Media to increase the ways and means by which Planning Services engages the public	Ongoing	✓

4. Collaborative, engaged leadership

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Introduce protocol that requires non-statutory Community Information Meetings in response to applications for Zoning By-law/Official Plan amendments - Draft Community Engagement Protocol prepared and presented to Council.	2015 – Q1	✓
C) Review Council's governance structure.	Governance Working Group (CMO / All)	Complete current Governance Working Group mandate.	2016 - Q3	
	Governance Review Policy – new (CMO / All)	Determine next steps subsequent to Governance Working Group's recommendations.	2016 - Q4	
D) Engage an Integrity Commissioner to ensure continued compliance with Council's Code of Conduct.	Request for Proposals (HR&CS)	Recruit and appoint Integrity Commissioner.	2016 - Q2	✓

5. Excellent service delivery

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
A) Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day.	Targeted Service Review (All)	Commence identification of candidate Service Areas.	2016 - Q4	
	Targeted Lean Projects (All)	Explore and initiate a Lean Six Sigma Pilot Program in Service Areas.	2016 - Q1	✓
		Train and Certify employees in Service Areas as Lean Six Sigma Green Belts.	2016 - Q3	
		Complete Lean Six Sigma Green Belt projects.	2017 - Q3	
		Train and Certify City Staff as Lean Six Sigma Black Belts.	2016 - Q4	
Targeted Value for Money Audits (All)	Identify an annual audit plan through Audit Committee.	2016 - 19 Q1	✓	
	Report on results of value for money audit annually.	2016 - 2019 Q3	✓	
Targeted Zero Based Budgeting (All)	Identify areas for review to the Senior Leadership Team annually each April.	2016 – 2019 Ongoing	✓	
	Report results to Senior Leadership Team annually.	2016 - 2019 Q3	✓	
B) Deliver great customer experiences to residents, businesses, and visitors: • innovative service delivery models	Service London Implementation Plan (NCFS)	Launch Customer Relationship Management (CRM) Phase 2.	2016 - Q2	
		Launch Customer Relationship Management (CRM) Phase 3.	2017 - Q4	
		Launch Customer Relationship Management (CRM) Phase 4.	2018 - Q4	

5. Excellent service delivery

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
<ul style="list-style-type: none"> • improved access through web, phone, and in person • innovative technology 		Launch Customer Relationship Management (CRM) Phase 5.	2019 - Q4	
		Launch Single number (661-CITY).	2017 - Q1	
		Launch Self Service Portal subsequent phases - enhancements - to roll out annually).	2017 - Q1	
		Roll out subsequent phases/enhancements of Self Service Portal.	Annually Q1	✓
		Launch Service London Counter Strategy - 2 full service counters (new East and South West Community Centres).	2018 - Q4	
		Begin implementation of Service Level Standards.	2017 - Q1	
	At Your Service – A respected and inspired public service partner building a better city for all. (All)	Create customer experience performance measures for managers on an annual basis.	2015 - 2019 Ongoing	✓
		Develop training materials to support activities of the Customer Experience Team.	2017 - Q4	
		Develop and implement customer experience improvements for all service areas on an annual basis.	2015 – 2019 Ongoing	✓
		Utilize workflow technology to reduce manual and paper related processes.	2018 - Q4	
	IT Strategic Plan (All)	Develop Information Technology Services areas of focus that align with Council's Strategic Plan.	2015 – Q1	✓
		Create process to translate strategy into tactical action for all functional units within Information Technology Services.	2015 – Q2	✓
		Develop and implement service specific key performance indicators to measure tactical actions.	2015 – Q3	✓

5. Excellent service delivery

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
		Connect Key Performance Indicators to formal evaluation processes.	2015 – Q3	✓
		Re-create corporate wide 5-year Information Technology Services project plan that is delivery and action focused.	2015 – Q3	✓
		Upgrade and optimize the Information Technology Services project intake process.	2016 – Q2	
	Business Plans (CMO)	Re-design Business Plans to better align with Council's Strategic Plan.	2016 - Q2	
		Consider great customer experiences and innovative practices during the Service Area Business Plan Development Process.	2016 - Q3	
		Consider great customer experiences and innovative practices during the Service Area Business Plan Development Process.	2019 - Q3	
	Smart Cities Strategy (Planning)	Form City of London working group with representation from various internal departments and external agencies (London Hydro, London Economic Development Corporation and Larg*net).	2015 - Q3	✓
		Select proponent to undertake preparation of strategy.	2016 - Q2	
		Complete public engagement for the preparation of the strategy.	2016 - Q3	
		Complete Smart Cities Strategy.	2017 - Q2	
		Develop business case for consideration by Council for funding and implementation of strategy.	2017 - Q4	
		Complete upgrade and training related to the new web browser version. System Upgrade.	2016 - Q2	

5. Excellent service delivery

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
	Computerized Maintenance Management System (EES)	Implement new tracking category related to vehicles for hire (taxi/limousines).	2016 - Q2	
		Implement new tracking category related to water contamination (backflow prevention devices).	2016 - Q3	
		Implement new tracking category related to building permit folders (excluding subdivision development and signs).	2016 - Q3	
		Implement new tracking category related to planning folders (excluding trees and heritage).	2016 - Q3	
		Implement new tracking category related to business licensing.	2017 - Q1	
		Introduce enhanced mobile solutions for inspections and investigations.	2018 - Q3	
		AMANDA Data Management & Cleansing: Align Property data with other provincial and municipal databases to ensure roll numbers, legal descriptions and ward info are accurate. Aligning property data with provincial databases.	Ongoing	✓
		Upgrade to AMANDA and Implementation - future upgrade.	2019 - Q2	
		Design and build interfaces with existing City of London Systems for the new computerized maintenance system.	2017 - Q1	
		Implement computerized maintenance practices for Water, Sanitary, Stormwater, Forestry service areas.	2018 - Q1	
		Implement computerized maintenance practices for Roads.	2018 - Q4	
		Implement computerized maintenance practices for Solid Waste, Parks Operations.	2019 - Q3	

5. Excellent service delivery

What are we doing?	How are we doing it?	Milestones	Target Date	Complete
C) Make strategic decisions about our long-term space needs and service delivery locations.	Master Accommodation Plan – new (All)	Seek direction from Council based on recommendation of MAP15 report.	2016 - Q3	
		Develop detailed plans, business case and cost/benefit analysis.	2017 - Q2	
		Seek Council Approval.	2017 - Q3	
		Implement approved MAP15 recommendation	2020 - 2024	
D) Keep looking for new opportunities to share services and supports between the City of London and its agencies, boards, and commissions.	Strategic Plan for the City of London 2015-2019 (CMO)	Engage agencies, boards, and commissions in Council's 2015-19 Strategic Plan Development.	2015	✓
		Engage agencies, boards and commissions in reporting progress towards Council's Strategic Plan annually.	2016 - 2019 (Ongoing)	✓
		Report to Council on the alignment of the Strategic Plan for the City of London and the Strategic Plans of local agencies, boards and commissions including examples of shared services.	2016 - Q2	
	Business Plans (CMO)	Engage with agencies, boards and commissions during the Business Plan Development Process.	2016 - Q3	
		Engage with agencies, boards and commissions during the Business Plan Development Process.	2019 - Q3	
	Lead and foster shared service agreements (CMO / HR&CS)	Initiate exploratory meetings with Civic Administration and agencies, boards and commissions.	2016 - Q4	
		Follow up on exploratory meetings with appropriate action.	2017 - 2019 (Ongoing)	
		Work with agencies, boards and commissions on efficiency projects (Lean Six Sigma).	2016 - Q4	
		Investigate what other municipalities are doing.	Ongoing	✓